

## **Public Utilities**



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## Department Description

Public Utilities is composed of four branches: Business Support, Water, Wastewater, and Strategic Programs. Each branch performs distinct functions as outlined below.

The Business Support Branch is comprised of the following divisions:

***Long-Range Planning and Water Resources*** – This division provides long-range water resources planning and development, watershed and resources protection, water and wastewater legislation and policy analysis, and management of the City's recycled water and water conservation programs. The Division is also responsible for the management of the Water Purification Demonstration Project, a test project examining the use of water purification technology to provide safe, reliable water.

***Finance and Information Technology*** – This division provides administrative support for the Water and Wastewater Enterprise Funds including: Information Systems, Budget Development and Monitoring, Accounts Payable, Rate Setting and Finance, and the Administration of Contracts, Grants, and State Revolving Fund (SRF) Loans.

***Customer Support*** – This division provides high quality customer-focused care and service to Public Utility Department patrons. The Division handles and responds to more than 390,000 customer phone calls and emails annually including account/billing inquiries, water conservation information, water waste complaints, and general water/sewer utility information. In addition, the Division is responsible for customer billing and payment processing, meter reading and code enforcement, ensuring customer compliance with State backflow device requirements, and providing public information.

***Employee Services and Quality Assurance*** – This division provides employee and management services in the areas of human resources management, payroll, strategic support services, safety, training and quality assurance. The Employee Services and Quality Assurance Division is also involved in various internal business support services including contract formulation and administration, optimization projects, leadership development programs, internal audit support, management of Public Records Act requests, and records management.

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The Water Branch is comprised of the following divisions:

**Construction and Maintenance** – This division provides construction, maintenance, and emergency response for the potable water system. The Division maintains approximately 274,000 metered service connections, approximately 25,000 fire hydrants, and more than 47,000 isolation valves. The Division maintains the recycled distribution system citywide and provides 24 hour emergency response, new service installation, water main repair, Capital Improvement Program (CIP) support, and the maintenance, installation, and replacement of water meters throughout the City.

**System Operations** – This division provides operations and maintenance of the City's potable and recycled water systems. The Division operates and maintains three water treatment plants, 49 water pump stations, 29 treated water reservoirs, and more than 950 water pressure regulators. In addition, the Division provides operational engineering support for the Water Branch, as well as corrosion engineering support and water supply management for the Department.

The Wastewater Branch is comprised of the following divisions:

**Engineering and Program Management** – This division provides engineering services for Water, Wastewater, and Reclaimed Water Systems to ensure new facilities, repairs, and upgrades are planned and implemented in a fiscally-sound manner to meet regulatory and environmental standards. This division also provides long-range master planning, development review, condition assessment, water and sewer modeling, planning and pre-design for infrastructure, energy management, environmental support, and oversight of the implementation of the Water, Wastewater, and Reclaimed Water System's CIP.

**Environmental Monitoring and Technical Services** – This division provides permit compliance and monitoring services for the Water and Wastewater Systems to ensure water quality standards are maintained to meet regulatory and environmental standards. This division also administers the Industrial Wastewater Control Program which permits and monitors industrial businesses to minimize toxic discharges into the sewer system.

**Wastewater Collection** – This division provides efficient operations and maintenance of the wastewater collection system which consists of 3,017 miles of sewer mains and 75 sewer pump stations, as well as the Mission Bay and Coastal Low-flow system consisting of 24 interceptor pump stations and 50 diversion structures. The Division also administers the Food Establishment Wastewater Discharge Permitting Program which permits and monitors food establishments to minimize the discharge of fats, oils, and grease into the wastewater collection system.

**Wastewater Treatment and Disposal** – This division operates and maintains a wastewater treatment plant, two water reclamation plants, a bio-solids processing facility, and eight large wastewater pump stations. With these facilities, the Division provides regional wastewater treatment and disposal services to the City of San Diego, as well as 15 surrounding cities and special districts.

The Strategic Programs Branch responsibilities are as follows:

**Asset Management** – This section serves as the coordinator for Department activities which contribute to a unified methodology for asset management providing oversight, direction, and integration of activities to promote Public Utilities' goal of providing cost-effective water, recycled water, and wastewater services.

**Strategic Business Planning** – This team develops the five year strategic business plan and coordinates the development and tracking of the annual initiatives throughout the Department. Quarterly progress reports are coordinated and a final report is published for stakeholders and ratepayers.

**Efficiency Initiatives** – This team assists with, and tracks progress on, various consolidation and efficiency initiatives throughout the Department. Progress reports are coordinated and a final report is published for stakeholders and ratepayers.

## Oversight

The Independent Rates Oversight Committee (IROC) was established by ordinance in 2007 to serve as an official advisory body to the Mayor, the City Council, and Department management on policy issues relating to the oversight of Public Utilities Department operations including, but not limited to, resource management, planned expenditures, service delivery methods, public awareness and outreach efforts, and efforts to achieve high quality, affordable utility services.

There are 11 voting members on the IROC, all of whom are appointed by the Mayor and confirmed by the City Council. The membership of IROC consists of representatives of each rate class and professional experts in such fields as finance, engineering, construction, and the environment. IROC meets monthly to review activities and issues for the Public Utilities Department. In addition, IROC has three subcommittees focused on public outreach, education and customer service finances, as well as engineering and technical issues.

The Department's mission is:

***To ensure quality, reliability, and sustainability of water, wastewater, and recycled water services for the benefit of the ratepayers and citizens served***

## Goals and Objectives

The following goals and objectives represent the Public Utilities Department's Fiscal Year 2013 Strategic Plan:

### ***Goal 1: Safe, reliable, and efficient, water, wastewater, and recycled water services***

The Public Utilities Department is dedicated to its public health responsibilities of providing safe and reliable water and efficient wastewater and recycled water services. The Department strives to exceed all federal and State water quality standards, maintain and build needed infrastructure, and deliver water and wastewater services to customers efficiently and reliably. The Department will move toward accomplishing this goal by focusing on the following objectives and initiatives:

- Expand and optimize the Asset Management Program
- Finalize the Water and Wastewater 10-year CIP plan
- Implement Department-wide enhanced monitoring and assessment programs
- Use technology to improve core business activities

### ***Goal 2: Fiscally-sound and effective public utility***

The Public Utilities Department utilizes strategic financial planning to ensure financial viability to operate and maintain the water and wastewater systems. The Department provides a fiscally-sound, efficient organization that is responsive and dependable, enhancing its long-term viability, accountability, ethics, and transparency as cornerstones upon which to build trust with customers. The Department will move toward accomplishing this goal by focusing on the following objectives and initiatives:

- Proactively evaluate customer satisfaction and respond to contacts and referrals
- Provide annual training for those with direct customer contact
- Continue to conduct effectiveness and efficiency studies
- Implement approved efficiency study recommendations
- Properly manage finance and control costs
- Evaluate five-year strategic financing plan
- Continue the Internal Controls Program
- Maximize grant and SRF Loan funding opportunities

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## ***Goal 3: Sustainable growth and economic viability***

The Department recognizes that water supplies are critical to preserving the quality of life, economic prosperity, and growth of the City. The Department identifies, evaluates, and plans short- and long-term water demand and supply reliability options. The Department will move toward accomplishing this goal by focusing on the following objectives and initiatives:

- Complete the Water Purification Demonstration Project
- Execute the Groundwater Asset Development Program
- Complete the Recycled Water Study
- Implement high return Department-wide energy management projects
- Develop a strategy to comply with the Clean Water Act and future regulatory requirements

## ***Goal 4: Responsive, safe, committed, and innovative workforce***

The Public Utilities Department is proud of its professional, technically-proficient, and diverse workforce. The Department is dedicated to ensuring its employees have the training and equipment necessary to provide safe, reliable water, wastewater, and recycled services in a customer-friendly manner. The Department will continue to meet its goal of being a service-oriented and innovative utility through strategic workforce planning and by providing employees the knowledge, skills, and abilities necessary to perform their jobs safely. The Department will move toward accomplishing this goal by focusing on the following objectives and initiatives:

- Implement a health and safety awareness plan that responds to injury trends
- Manage the hiring process to minimize vacancies
- Execute the Employee Leadership Development Academy
- Optimize the use of the Public Utility Employee Recognition Program
- Conduct a comprehensive review and update of all service level agreements

# Service Efforts and Accomplishments

## **Asset Management**

The Asset Management Program has begun the process of evaluating and preparing for an asset management IT solution to serve the needs of the entire Department. A Business Case Evaluation has been prepared evaluating the various options for the Department-wide software. The Business Case has been approved through governance and the AM Program is in the initial stages of this project. The Asset Management Program has been developing a Department-wide condition assessment plan which will document the many condition assessment efforts applied to the various asset classes.

## **Long-Range Planning and Water Resources**

The Water Conservation Section received a Proposition 50 Integrated Regional Water Management Plan (IRWMP) grant in the amount of \$1.1 million for the City's "Irrigation Hardware Giveaway and Cash for Plants" Project. Local matching funding of \$0.2 million was provided by the City's Stormwater Pollution Prevention Program and \$178,000 of in-kind services from the Water Conservation Section. Titled "Outdoor Water Conservation Rebates," this grant project provided commercial and residential customers with three rebates to promote outdoor water conservation: Smart Controllers (weather-based irrigation controllers), Micro-Irrigation, and Sustainable Landscape-Turf Replacement. The goal was to conserve potable water while also reducing pollutant-laden dry weather urban runoff flows into sensitive receiving waters. Through February 2012, the grant project provided rebates for the installation of 82 smart controllers and 136 micro-irrigation systems, as well as the replacement of 160 high water use turf areas with sustainable low water use landscapes. The rebates were available to eligible single family, multi-family, and commercial customers on a first-come, first-served basis.

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Proactive Recycled Water marketing activities targeting existing irrigation customers to encourage them to convert their cooling systems to recycled water, coupled with outreach efforts to connect new customers, have been successful. As of December 2011, the City's recycled water distribution system served 528 retail customers and four wholesale customers. The recycled water pipelines were expanded to serve five homeowners associations and the City's Westview Park in Mira Mesa freeing up approximately 105 acre-feet per year of potable water. In addition, two irrigation systems serving City medians and adjacent landscaping were retrofitted and connected to the recycled water system (Penasquitos East and northeast Mira Mesa). A total of twenty-five percent of the eligible retrofit costs were covered by Bureau of Reclamation grant funds.

The Recycled Water Cross-Connection staff completed all Calendar Year 2011 scheduled annual inspections and quadrennial shutdowns as required under the City's Regional Water Quality Control Board master reclamation permit and State regulations. In Calendar Year 2011, 450 annual inspections and 100 quadrennial shutdowns were successfully completed. In addition, 776 random or new development inspections of current or planned recycled water sites were completed.

In Fiscal Year 2011 sales of recycled water resulted in more than \$2.3 million in financial incentives from the Metropolitan Water District of Southern California and San Diego County Water Authority through local water resource development programs. During the first six months of Fiscal Year 2012, over \$1.6 million in financial incentives were credited to the City.

The Water Reliability Section completed ten Water Supply Assessments (WSAs) in Fiscal Year 2012, double its typical average.

The biennial San Pasqual State of the Basin Report was completed documenting the groundwater management activities, as well as the hydrologic conditions in the basin over the reporting period.

In April 2011, the Water Reliability Section began work on the 2012 Long-Range Water Resources Plan which updates the 2002 Plan. The City has convened an 11-member stakeholder committee that is providing guidance and input on alternative strategies for meeting San Diego's water needs through 2035. The 2012 Plan will address population growth, water resource diversification, climate change, and other issues affecting water reliability. The 2012 Plan is anticipated to be completed in the summer of 2012.

The Water Reliability Section is responsible for managing the Groundwater Asset Development Program which includes the following completed or ongoing projects:

- Drilled three U.S. Geological Survey multi-depth completion monitoring wells. It is also expected that one additional groundwater monitoring well will be drilled in the San Diego Formation in Fiscal Year 2012. The City was successful in securing grant funding from the Bureau of Reclamation for the Pilot Production Well Project to cover 25 percent of the eligible project costs.
- Work continues on an environmental baseline study of the upper San Diego River system. This study involved the installation of monitoring wells, collection of groundwater levels, surface water gauging, sensitive species surveys, and vegetation-mapping and monitoring to establish baseline habitat along the upper San Diego River riparian corridor. This study supported the Groundwater Asset Development Program by establishing habitat baseline data prior to groundwater extraction and pumping so the environment may be adaptively managed.
- A dam seepage recovery system at El Capitan Reservoir's hydraulic fill dam received a new pump replacing an installation that had been in disuse for over ten years. The new pump is pumping about 100 gallons per minute saving the Public Utilities Department 52 million gallons of water a year (161 acre-feet) or approximately \$97,000 (raw water at \$600 acre-foot).

The Recycled Water Study will be completed and the final report ready for release by the end of Fiscal Year 2012. The Study includes recycled water alternatives that were developed for minimizing flows to Point Loma and maximizing the amount of recycling through both potable and non-potable reuse. Grant funding from the Bureau of Reclamation covered 25 percent of the eligible project costs.

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The 2010 Recycled Water Master Plan Update was completed as a fulfillment of the elements outlined in the San Diego Municipal Code. The 2010 Update, developed in conjunction with the Recycled Water Study, evaluated opportunities to maximize non-potable reuse if indirect-potable reuse projects are not pursued.

Work continued on the SANDAG Environmental Mitigation Program for the Integrated Weed Management Plan for San Pasqual Valley which included the development of a Weed Management Plan for the entire San Pasqual Valley and eradicating target plant species along Santa Maria Creek.

At San Vicente Reservoir, 425 acres of land were added to the source water protection buffer around the reservoir. These additions were needed due to reservoir expansion and the acquisitions were funded by a \$1.0 million State Proposition 50 grant and up to \$4.0 million from the County Water Authority. The newly acquired lands will be conveyed to the Water Fund and managed by Public Utilities.

Under the Water Purification Demonstration Project, the 1 million-gallon-per-day Advanced Water Purification Facility was completed in June 2011 and began operations. Following a mayoral press conference on June 30, 2011, the Advanced Water Purification Facility opened for tours to the general public; since that time, it has hosted 138 tours with 1,783 participants. In an effort to accommodate all guests, a virtual tour video was developed to reach those that cannot tour in person. The video may be seen on the project website, CityTV, and YouTube. In addition to tours, the Speakers Bureau is active and has completed 102 presentations to date.

The 12-month testing period for the Demonstration Project will be complete in July 2012. Modeling of the San Vicente Reservoir continues and all results to date have been presented to the Independent Advisory Panel, the California Department of Health, and the Regional Water Quality Control Board. Results related to both the test facility, as well as the reservoir modeling will be presented in the Final Project Report which is scheduled to be completed in December 2012. The Demonstration Project was funded in part by grants received from the Bureau of Reclamation and the State of California Proposition 50 IRWMP Grant.

The Demonstration Project utilizes a Facebook page, a Twitter presence, and a YouTube channel to engage a technologically-advanced demographic. Recognizing the Demonstration Project's strong outreach and education campaign, the WaterReuse Association honored it with the 2011 WaterReuse Public Education Program of the Year Award. This award recognizes education programs whose outreach enhances a better appreciation of water resources, management, and conservation.

The Water Purification Demonstration Project has received a steady cycle of news coverage including stories in TIME Magazine's blog, the Huffington Post, NBC San Diego, Channel 10 (ABC affiliate), San Diego U-T, the Voice of San Diego, KPBS radio, and most notably, the lead story on the cover of the New York Times on February 10, 2012.

**Financial and Information Technology.** This year, the IT Program migrated historical CIS and IOS data to the Public Utilities Department data warehouse as part of the mainframe retirement project. The Program refreshed data center equipment that was beyond useful life to sustain the production environment for at least five years. The Program also led the implementation of a new Enterprise Daily Operations reporting system containing plant operational data from the Distributed Control System and Laboratory Information Management System. In addition, the Program led the implementation of the Work Order Cost Capture application which will generate and complete work orders and continuously track costs associated with water/sewer repairs and maintenance.

The Budget Section continues to provide service to other PUD divisions and programs, as well as the Independent Rates Oversight Committee. The Section has refined financial reporting practices and continually monitors the budget to assist in identifying opportunities to achieve Department savings.

The Grants & Loans Section obtained fully-executed funding agreements to receive grant funding for the Alvarado (\$20.0 million), Miramar (\$20.0 million), and Otay (\$7.7 million) Water Treatment Plants. In addition, the Section fully executed funding agreements to secure low interest State Revolving Fund Loans totaling \$50.0 million for the Alvarado (\$12.0 million), Miramar (\$20.0 million), and Otay (\$18.0 million) Water Treatment Plants. By actively



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pursuing these three SRF Loans, the Section will save the Public Utilities Department and ratepayers approximately \$40.0 million when compared to traditional 30 year bond funding.

**Customer Support.** The Customer Support Division responded to more than 311,000 water and sewer utility customer phone calls in the past year. Customer contacts included inquiries regarding customer billing and payment, service turn-on/turn-off, emergency services and repairs, water conservation, and general utility service questions. The Division also produced and sent more than 2 million water/sewer utility bills and processed 1.9 million customer payments totaling \$718.0 million.

The Division read more than 270,000 monthly/bi-monthly water meters, performed 30,000 shut-offs and service restorations, and continued rigorous efforts to protect the public water system by adding more than 1,000 maintained backflow devices to its monitoring and annual testing program.

The Department is moving forward with a project to streamline meter reading and customer service operations, reduce non-revenue water, and enhance customer service by obtaining near real-time wireless electronic access to water meter information using Advanced Metering Infrastructure (AMI) technology. The planned AMI implementation will include approximately 10,000 of the total meter population including all monthly read meters, all meters three inches and above, and one bi-monthly read route. Large meters that can no longer be maintained reliably will be replaced with newer meters fitted with AMI compatible registers. Once implemented, the Department can continue adding new devices in a steady, cost-effective manner. This project is scheduled to be completed within two years.

The Division completed the Customer Care Solutions (CCS) project and successfully replaced the legacy Customer Information System (CIS) and the Installation Order System (IOS) on July 5, 2011. This strategic 18-month undertaking implemented the new, integrated, real-time enterprise customer service information and billing system consistent with the roadmap for the citywide SAP Enterprise Resource Planning (ERP) System. The new CCS system provides utility billing and payment processing, customer account management, and a new online customer billing and payment portal. More than just a system replacement, this business transformation effort has improved existing business processes, leveraged industry best practices, and provided customers access to additional customer self-service options.

A Managed Competition Pre-Competition Assessment (PCA) of the Customer Service Office Section of the Division was completed last year. The Section provides key utility customer services including customer information (call center), utility billing and exception handling, collections, and payment processing. The assessment concluded that the function and services provided by the Section were appropriate for Managed Competition; a Preliminary Statement of Work (PSOW) was subsequently approved by the City Council. The effort was placed on hold temporarily due to conflicts with the CCS project implementation, impacts, and system stabilization. In Fiscal Year 2013, the effort will continue and the Section's City employees will compete with private sector contractors to provide these services.

**Employee Services and Quality Assurance.** The Strategic Support Services Section coordinated development of the Public Utilities Department Fiscal Year 2013 Strategic Initiatives and continued to monitor the status of Fiscal Year 2012 Strategic Initiatives. This section also conducted in the fall and spring Field and Management Academies and developed an Employee Opinion Survey to be administered to all Public Utilities employees in spring of Fiscal Year 2012. The Human Resources team continued to support and lead the Department in four major service areas: performance management, employee health and wellness, hiring, and payroll. This section also implemented improvements to the departmental occupational health management program so that injured employees were transitioned back to productive work appropriately and expeditiously.

The Training Section conducted the first Wastewater Branch "Fall Classic" training course and continued to conduct the Water Branch "Spring Training" courses. Both of these programs have been designed to ensure that all Water and Wastewater Branch employees complete required annual training, thereby ensuring compliance with OSHA and other regulatory requirements.

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The Safety Section successfully completed the first year of the Safety Awards Program designed to reward and reinforce safe behavior and practices in the workplace. This section also conducted over 700 field and facility visits and over 90 safety tailgate training sessions for field and facility employees. The Quality Assurance Section coordinated Department responses to the "Public Utilities Capital Improvement Program" audit which was performed by the Office of the City Auditor. This section continues to track and monitor audit recommendations from this, as well as previous internal and external audits to ensure recommendations are implemented in a timely manner and satisfy the audit recommendations. The Quality Assurance Section also continues to support the Independent Rates Oversight Committee through meeting preparation, coordination of information requests, and facilitating the interface of the Committee and the City. In addition, this section provides contract management support to other Public Utilities divisions; Records Management; Service Level Agreement review, maintenance and administration; and special projects.

***Water Construction and Maintenance.*** The Water Operations Branch continues to reduce the use of the Miramar Landfill through recycling and reusing material wherever possible in an effort to replicate the success of Fiscal Year 2010 when the Public Utilities Department was selected by the City of San Diego's Environmental Services Department as one of the Recycler of the Year for Waste Reduction and Recycling Awards Program. The Capital Improvement Programs Construction Section completed fifteen water groups' jobs throughout the City.

***System Operations.*** The System Operations Division (System Operations) continues to improve the water quality delivered to the Department's customers through both water treatment plant and potable water distribution system improvements. System Operations has set and met challenging water quality goals at its three water treatment plants which exceed current water quality regulatory standards for turbidity. The set goal is to achieve a maximum effluent turbidity of 0.10 Nephelometric Turbidity Units (NTU) or less, 95 percent of the time, at the three water treatment plants. This goal exceeds the regulatory limit of 0.30 NTU and is indicative of a highly-performing water treatment plant. All three City water treatment plants have achieved this 0.10 NTU goal for the past 12 months. The goal for Fiscal Year 2013 is to continue to achieve this level at all three water treatment plants and further decrease turbidity levels.

Throughout this past year, all three water treatment plants have delivered safe and reliable potable water while completing significant capital improvement projects/upgrades. Maintaining water treatment plant service during construction of major CIP projects has been a significant challenge to plant operations. Plant operations and engineering staff have worked diligently to ensure the continuous and seamless delivery of safe potable water at all times. All three water treatment plants implemented new disinfection processes (Ozone and Chlorine Dioxide) which has improved the water quality delivered to the Department's customers. Completion of the projects has also provided the plants with an opportunity to further optimize plant operation.

In addition, the City continues to actively participate with the American Water Works Association's (AWWA) Partnership for Safe Water Program (Program). The Partnership Program's mission is to improve the quality of drinking water delivered to customers of public water supplies by optimizing system operations. The City's Otay Water Treatment Plant received the Director's Award of Recognition for the fourth consecutive year in 2011 from the Program. This was obtained while treating more challenging source water quality from local reservoirs. In addition, both the City's Miramar Water Treatment Plant and the City's Potable Water Distribution System Section began active participation with AWWA's Partnership for Safe Water Program in Fiscal Year 2011 and are working towards improving water quality through optimized and customized performance improvements via this program. The Alvarado Water Treatment Plant is also preparing to start the Partnership for Safe Water Program in Fiscal Year 2013 and has already implemented several optimizing projects. Overall, System Operations staff continues to optimize the water treatment plants and water distribution system while providing drinking water quality that surpasses the required federal standards. This is an indicator of the staffs' commitment to excellence in treatment and distribution system process optimization.

The System Operations Division also continues to work closely with the San Diego County Water Authority (SDCWA) on a variety of projects, programs, and agreements involving and/or impacting City water supply operations and water storage facilities. For example, SDCWA's San Vicente Dam Raise Project, which will raise the City's existing dam by 117 feet and increase local water storage in San Vicente by over 150,000 acre feet, requires

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critical coordination and review to ensure that City water supply operations are not impacted during construction. The Division's operations and engineering staff will be challenged to continue this effort as construction progresses over the next two years.

***Engineering and Program Management.*** The Engineering and Program Management Division (EPM) continued its support of the efforts of the Department to reduce sewer spills and meet the requirements of the Final Consent Decree with the Environmental Protection Agency and to the Department of Health Services requirements for the water system.

***Sewer Modeling.*** The Division completed Closed Circuit Television (CCTV) inspection of 43.6 miles of sewer mains and 1,848 manholes and completed condition assessment analysis of 62.4 miles of sewer mains and 1,444 manholes to determine the sewer mains that require replacement, rehabilitation, or maintenance. For large diameter pipelines, the Division conducted sonar inspection of 12.8 miles and cleaning of 1.8 miles. As part of the Inflow and Infiltration (I/I) evaluation, the Division analyzed 157 flow meters and prepared an annual report identifying the potential sources of I/I.

***Program Management.*** The Division worked with the Public Works – Engineering & Capital Projects (E&CP) Division to oversee the completion of 24.1 replacement/rehabilitation/repair sewer miles and the replacement of 11.8 miles of water mains between July 1, 2011 and January 1, 2012. In addition, the Division oversaw the completion of the Pipeline Rehab H-1 project; the installation of the North City Water Reclamation Plant (NCWRP) electro-dialysis reversal (EDR) 6; the repair of the Point Loma Digester 8 Roof Repair project; the assessment of three rehabilitation packages R-1, S-1, and T-1, a total of 24.3 miles; a total of 32 plan reviews for sewer and water group jobs; and a total of eight cost estimates for the City workforce's work on water group jobs.

***Water Master Planning and 10% Design.*** The Division completed the Asbestos Cement (AC) Water Main Replacement Planning Study, AC Service Life Study, and is developing the first phase of the AC Pipe Replacement Program which will guide the AC main replacement projects from Fiscal Year 2017-Fiscal Year 2019. The Division also completed an Addendum to Otay Master Plan for the replacement of the Otay Second Pipeline Steel Sections. In addition, the Division prepared a total of 13 10% design reports and managed a consultant contract to complete the Mid-City Pipeline Phase II 10 Percent Design Report.

***Wastewater Master Planning and Condition Assessment.*** The Division is managing condition assessment studies performed by consultants for several major water pipelines. The field inspections for the assessment of the Miramar Phase III and IV pipeline which conveys up to one-third of San Diego's potable water have been completed and preparation of the report is underway. The inspection of the Pump Station 65 force main was completed, and identified the presence of air bubbles and debris along certain sections of the pipeline which impede the operation of the pump station. The Division is proceeding to institute improvements in the operation and maintenance of the pump station and pipeline that will result in a 5 percent savings in energy costs or approximately \$260,000 over 20 years. In the past year, the Division performed assessments of five water pump stations and 13 Municipal wastewater pump stations, thereby completing 13 Municipal pump stations. All available Municipal pump stations have been assessed within the past three years.

***Environmental and Canyon Access.*** The Division has continued to successfully complete the mitigation program and mitigation projects in compliance with all local, State, and federal environmental regulations allowing the Public Utilities Department to use these sites as mitigation for all water and sewer projects. The Division has continued to initiate and complete various habitat re-vegetation projects associated with operations and maintenance for the pipeline and long-term access projects related to the Canyon Sewer and Long Term Access Program. Two Long Term Access projects have been designed and constructed including the installation of two permanent bridges to facilitate access for sewer maintenance and provide convenient stream bed crossings for the general public in local canyons.

***Energy Management.*** The Division successfully completed numerous activities related to energy conservation including the completion of the Phase III of California Center for Sustainable Energy conservation contract. The 1.4MW South Bay Fuel Cell project was completed in October 2011 and is saving the South Bay Water Reclamation

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Plan approximately \$75,000 per year. Its related project, the Beneficial Use of Digester Gas Project at the Point Loma Waste Water Treatment Plant, became the first bio-methane source of natural gas in the State of California to use the utility natural gas piping network for transportation. This project is projected to generate \$260,000 per year in revenues for the Department.

***Environmental Monitoring and Technical Services.*** The Division completed the application to renew the National Pollution Discharge Elimination System (NPDES) permit for the South Bay Water Reclamation Plant and Ocean Outfall. This ensures that all requirements have been met to allow continued operation of this valuable regional asset into the future. A new NPDES permit is expected by August 2012.

The Division successfully executed the NPDES-mandated ocean-monitoring program for the Point Loma and South Bay ocean outfall regions which encompasses a coastal water area greater than 340 square miles and includes the collection and analysis of thousands of samples of ocean water, sediments, and marine life, and required more than 200 days of boat operations. The program also provides ocean-monitoring services to the International Boundary and Water Commission and recovered approximately \$1.5 million in Fiscal Year 2012.

The Division completed work on the execution of a scientific grant project with the Scripps Institution of Oceanography (SIO) to develop models of ocean circulation and wastewater plume dispersion off Point Loma (Point Loma Ocean Outfall Plume Behavior Study). The project was funded by a federal grant from the National Oceanic and Atmospheric Administration worth approximately \$0.8 million; a final report is expected to be completed by SIO and submitted to the City by June 30, 2012. The Division also completed the second of a four-year agreement with the SIO to monitor the health of the San Diego region's kelp forest ecosystem. This long-term project is critical in order to achieve the City's enhanced ocean monitoring objectives to ensure the protection of San Diego's coastal marine environment.

The Division completed the 2011 Lead and Copper Rule Study and Report, an investigation that required collaboration with ratepayers to monitor the levels of lead and copper emerging from sources within residences. This study is required by the California Department of Public Health every three years.

The State of California re-certified the Marine Microbiology laboratory to perform microbiological analysis of drinking water. The Department now has two separate facilities certified which allows the Department to be better prepared to handle public health or natural disaster emergencies impacting the drinking water system. The Division also maintained U.S. Environmental Protection Agency certification for Cryptosporidium Analysis (a microscopic parasite that causes the diarrheal disease). The staff and laboratory continues to be one of only four in Southern California and the only laboratory in the San Diego area with this certification.

The Division absorbed stormwater and air quality regulatory compliance duties for the Water Branch. This effort will help the Department better comply with the complex air quality regulations without increasing staffing costs.

The Division regulates sewer discharges not originating from metered potable water connections. Conveyance and treatment of these flows, such as seawater and extracted groundwater from remediation and construction projects, would otherwise be borne by sewer ratepayers. The Division recovered approximately \$2.4 million in Fiscal Year 2012. Additionally, the EMTS Division recovered approximately \$2.3 million in Fiscal Year 2012 from the continued operation of the dump site for hauled liquid waste from septic systems and specifically permitted industrial liquid wastes. This highly valued service provided to the San Diego area is the only industrial liquid waste dump station in San Diego County.

***Wastewater Collection.*** The Division continued its success as the leader among large cities in the nation in reducing the number of sanitary sewer overflows (SSOs). There were 40 SSOs in Fiscal Year 2011 which represents an 87 percent reduction from the level experienced in Fiscal Year 2001 for an SSO ratio of 1.33 per 100 miles of sewer main. For the first half of Fiscal Year 2012, there have been 14 SSOs, a number similar to the first half of Fiscal Year 2011 during which there were 16 SSOs.

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The Main Cleaning Section also cleaned a total of 1,964 miles of sewer main in Fiscal Year 2011, which exceeds the EPA Consent Decree requirement by 464 miles and the Division's performance metric goal by 264 miles. For the first half of Fiscal Year 2012, the Section has cleaned more than 1,052 miles of sewer main, compared to the same period in Fiscal Year 2011, during which crews cleaned 920 miles. This puts the Section on-track to exceed last year's main cleaning productivity by 14 percent with the same staffing levels as in Fiscal Year 2011.

The Division also successfully completed International Standardization Organization (ISO) audits with no major non-conformities, thus retaining its ISO 14001 certification.

A notable accomplishment during 2011 was the Division's recognition as Large Collection System of the Year by the California Water Environment Association. This award exemplifies the Division's status as a statewide and national leader in the wastewater collection industry.

**Wastewater Treatment and Disposal.** The North City and South Bay Water Reclamation Plants refined operations practices at the plants to minimize overproduction of recycled water by matching production to customer demands. This effort is challenging because customer demand can change faster than plant treatment processes can be altered. Control system strategies and operation attention will reduce operations costs by approximately \$0.2 million per facility per year.

The Division continues software upgrades to the distributed control system at the treatment plants and pump stations. The upgrades, which are set to continue at the Point Loma Wastewater Treatment Plant (PLWTP), will improve the reliability of the treatment system and will improve the efficiency of plant operations staff.

The Division continues to generate revenue through its renewable energy portfolio. Three co-generation facilities at wastewater treatment plants generate electric energy fueled by digester gas and landfill gas. These efforts save the Department approximately \$5.0 million each year in operating costs. The Beneficial Use of Digester Gas project at the PLWTP will generate revenue via the sale of excess digester gas. This excess gas will be used to provide electric energy at the South Bay Water Reclamation Plant.

The Division's performance was again recognized by the National Association of Clean Water Agencies Gold and Platinum Awards. The awards went to the PLWTP for the 17th consecutive year and the SBWRP for the eighth consecutive year.

## Key Performance Indicators

Performance Measure	Actual FY2011	Estimated FY2012	Target FY2013
1. Average number of days to respond to and resolve customer-initiated service investigations (G2/O1)	7.09	7.00	7.00
2. Miles of sewer mains replaced, repaired, and rehabilitated (G1)	46.5	60.0	45.0
3. Miles of water mains replaced (G1)	29	20	20
4. Number of Primary Maximum Contaminant Level (MCL) violations as a result of potable water quality sampling (G1)	0	0	0
5. Number of sanitary sewer overflows (SSOs) (G1)	40	35	35
6. Number of water main breaks (G1)	117	115	115

# Public Utilities

## Managed Competition – Public Utilities Customer Service

Performance Measure	Actual FY2011	Estimated FY2012	Target FY2013
1. Average number of days to complete customer-requested investigations including notification back to the customer	6.7	10.0 <sup>1</sup>	6.5 <sup>2</sup>
2. Percentage of Call Center and Water Repair staff availability	85%	85%	85%
3. Percentage of incoming U.S. mailed remittances processed within the same business day	96%	96%	96%
4. Percentage of customer complaints resolved in ≤ 13 business days	79%	75% <sup>1</sup>	92%
5. Percentage of bills issued within 3 business days of receipt of actual read	98%	98%	100%
6. Process and deposit customer payments to the City's bank within the same business day of receipt	96%	96%	96%
7. Percentage of electronic copies made of checks and payment stubs received from customers and retained for 3 years	100%	100%	100%
8. Percentage of water repair and emergency phone calls responded to within 30 seconds of receipt during business hours	73%	56% <sup>1</sup>	85%
9. Answer customer information calls within 60 seconds of receipt	48% <sup>3</sup>	49% <sup>3</sup>	75% <sup>3</sup>
10. Percentage of payments collected on outstanding bills within 2 years of billing	98%	98%	98%
11. Percentage of value of service billed collected within 12 months	96%	96%	96%
12. Percentage of Business & Rental Unit Business Tax and SAP AR Invoice remittances processed within one business day of receipt	98%	99%	100%
13. CSO Post-Call Survey customer satisfaction rate	90%	50% <sup>1</sup>	95%
14. Percentage of average amount collected in 30 days	N/A <sup>4</sup>	90%	90%
15. Percentage of average amount collected in 60 days	N/A <sup>4</sup>	98%	98%
16. Percentage of average amount collected in 90 days	N/A <sup>4</sup>	99%	99%

<sup>1</sup> The implementation of the new SAP Customer Care Solutions customer information and billing system on July 5, 2011 impacted service levels temporarily for some activities in Fiscal Year 2012. The system is now stabilized and service levels in these areas are expected to return to normal in Fiscal Year 2012.

<sup>2</sup> The target of 6.5 days is intended to continue to drive improvement in this area towards the utility industry benchmark of 5 days. The implementation of the new SAP Customer Care Solutions customer information and billing system, process improvements, and meter reading quality control efforts will improve results sufficient to meet this target.

<sup>3</sup> Resource constraints have limited the department's ability to meet the target of 75 percent in the past. The implementation of the new SAP Customer Care Solutions customer information and billing system, process improvements, expanded self-service options and other customer call reduction efforts will improve results sufficient to meet this target which is consistent with utility best practices and customer expectations.

<sup>4</sup> This performance measure was not tracked at this time, therefore no data is available.

# Public Utilities

## Department Summary

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Positions (Budgeted)	1,626.42	1,584.48	1,566.77	(17.71)
Personnel Expenditures	\$ 159,076,384	\$ 147,778,180	\$ 147,267,778	\$ (510,402)
Non-Personnel Expenditures	503,804,785	633,966,989	635,489,715	1,522,726
<b>Total Department Expenditures</b>	<b>\$ 662,881,169</b>	<b>\$ 781,745,169</b>	<b>\$ 782,757,493</b>	<b>\$ 1,012,324</b>
<b>Total Department Revenue</b>	<b>\$ 850,685,713</b>	<b>\$ 983,171,000</b>	<b>\$ 877,957,819</b>	<b>\$(105,213,181)</b>

## General Fund

### Department Expenditures

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Water	\$ 1,444,108	\$ 1,740,160	\$ 1,706,193	\$ (33,967)
<b>Total</b>	<b>\$ 1,444,108</b>	<b>\$ 1,740,160</b>	<b>\$ 1,706,193</b>	<b>\$ (33,967)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Reduction of Funding for Lake Aides</b> Reduction of funding for Lake Aides.	0.00	\$ (33,967)	\$ -
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2013 revenue projections.	0.00	-	(50,000)
<b>Revenue from New/Revised User Fees</b> Adjustment to reflect an anticipated revenue increase or decrease from the implementation of new and revised user fee charges.	0.00	-	(60,181)
<b>Total</b>	<b>0.00</b>	<b>\$ (33,967)</b>	<b>\$ (110,181)</b>

### Expenditures by Category

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
<b>PERSONNEL</b>				
Salaries and Wages	\$ 2,701	\$ -	\$ -	\$ -
Fringe Benefits	434	-	-	-
<b>PERSONNEL SUBTOTAL</b>	<b>\$ 3,135</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 81,303	\$ -	\$ -	\$ -
Contracts	1,359,151	1,740,160	1,706,193	(33,967)
Energy and Utilities	162	-	-	-
Other	357	-	-	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$ 1,440,973</b>	<b>\$ 1,740,160</b>	<b>\$ 1,706,193</b>	<b>\$ (33,967)</b>
<b>Total</b>	<b>\$ 1,444,108</b>	<b>\$ 1,740,160</b>	<b>\$ 1,706,193</b>	<b>\$ (33,967)</b>

# Public Utilities

## Revenues by Category

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012–2013 Change
Charges for Services	\$ 1,050,497	\$ 1,100,000	\$ 989,819	\$ (110,181)
Other Revenue	1,094	-	-	-
<b>Total</b>	<b>\$ 1,051,591</b>	<b>\$ 1,100,000</b>	<b>\$ 989,819</b>	<b>\$ (110,181)</b>

## Metropolitan Sewer Utility Fund

### Department Expenditures

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012–2013 Change
Metropolitan Wastewater - Metro	\$ 92,574,762	\$ 100,122,877	\$ 104,432,242	\$ 4,309,365
Public Utilities	98,831,407	101,925,334	111,163,184	9,237,850
<b>Total</b>	<b>\$ 191,406,168</b>	<b>\$ 202,048,211</b>	<b>\$ 215,595,426</b>	<b>\$ 13,547,215</b>

### Department Personnel

	FY2011 Budget	FY2012 Budget	FY2013 Proposed	FY2012–2013 Change
Metropolitan Wastewater - Metro	365.85	353.24	356.84	3.60
Public Utilities	114.07	90.73	94.05	3.32
<b>Total</b>	<b>479.92</b>	<b>443.97</b>	<b>450.89</b>	<b>6.92</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Support for Equipment and Maintenance</b> Addition of expenditures for the replacement and cleaning of motors and other equipment.	0.00	\$ 7,021,328	\$ -
<b>Refunds to Participating Agencies</b> Adjustment to reflect previously unbudgeted prior-year refunds to participating agencies that were overbilled.	0.00	6,000,000	-
<b>State Revolving Fund (SRF) Adjustment</b> Addition of funding to contracts to cover the minimum reserve amount per the funding agreement.	0.00	2,407,566	-
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	990,182	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2012 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	(0.46)	967,106	-
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	544,888	-



# Public Utilities

## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Laboratory Update</b> Adjustment reflects an increase in expenditures to update the laboratory and lab equipment as determined by the National Pollutant Discharge Elimination System.	0.00	525,000	-
<b>Interceptor Inspections</b> Addition of expenditures in contracts for Metro Interceptor Inspections.	0.00	354,283	-
<b>Non-Standard Hour Personnel Funding</b> Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	2.40	183,868	-
<b>Support for Strategic Planning</b> Adjustment reflects an increase in expenditures across the Sewer Funds and the Water Utility Operating Fund for the addition of 0.50 Accountant 3, 1.00 Organization Effectiveness Specialist 2, 0.98 Management Interns, and contracts needed to support the strategic planning and management academies.	0.84	95,278	-
<b>Copier Savings</b> Adjustment to reflect savings resulting from the new convenience copier contract.	0.00	(67,919)	-
<b>Environment Impact Services</b> Adjustment reflects a reduction in contracts related to environmental impact services.	0.00	(260,400)	-
<b>Reduction of CIP Contingency</b> Adjustment reflects a reduction of CIP contingency based on projected Fiscal Year 2013 operating reserve levels.	0.00	(289,669)	-
<b>Public Utilities Restructure</b> Reallocation among funds to more accurately reflect operational expenditures as well as an adjustment due to efficiencies realized.	4.15	(986,290)	-
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2012.	0.00	(3,938,006)	-
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2013 revenue projections.	0.00	-	(1,838,000)
<b>Total</b>	<b>6.93</b>	<b>\$ 13,547,215</b>	<b>\$ (1,838,000)</b>

## Expenditures by Category

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
<b>PERSONNEL</b>				
Salaries and Wages	\$ 29,338,385	\$ 27,608,932	\$ 27,909,904	\$ 300,972
Fringe Benefits	18,208,849	16,028,165	17,209,254	1,181,089
<b>PERSONNEL SUBTOTAL</b>	<b>\$ 47,547,234</b>	<b>\$ 43,637,097</b>	<b>\$ 45,119,158</b>	<b>\$ 1,482,061</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 19,563,967	\$ 22,593,140	\$ 22,842,154	\$ 249,014
Contracts	31,347,731	44,981,261	55,941,827	10,960,566
Information Technology	4,414,307	4,539,094	5,073,328	534,234

# Public Utilities

## Expenditures by Category (Cont'd)

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Energy and Utilities	13,735,457	15,183,394	<b>15,613,172</b>	429,778
Other	270,120	570,651	<b>628,593</b>	57,942
CIP Contingency	-	844,478	<b>554,809</b>	(289,669)
Appropriated Reserve	-	3,500,000	<b>3,500,000</b>	-
Transfers Out	67,314,451	65,070,293	<b>64,835,408</b>	(234,885)
Capital Expenditures	1,316,029	1,103,977	<b>1,486,977</b>	383,000
Debt	5,896,871	24,826	-	(24,826)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$ 143,858,934</b>	<b>\$ 158,411,114</b>	<b>\$ 170,476,268</b>	<b>\$ 12,065,154</b>
<b>Total</b>	<b>\$ 191,406,168</b>	<b>\$ 202,048,211</b>	<b>\$ 215,595,426</b>	<b>\$ 13,547,215</b>

## Revenues by Category

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Charges for Services	\$ 68,084,196	\$ 69,616,000	<b>\$ 68,420,000</b>	\$ (1,196,000)
Fines Forfeitures and Penalties	1,999	-	-	-
Other Revenue	6,877,734	1,722,000	-	(1,722,000)
Rev from Federal Agencies	354,679	-	<b>80,000</b>	80,000
Rev from Money and Prop	38,418	-	-	-
Rev from Other Agencies	88,637	8,800,000	<b>9,800,000</b>	1,000,000
<b>Total</b>	<b>\$ 75,445,663</b>	<b>\$ 80,138,000</b>	<b>\$ 78,300,000</b>	<b>\$ (1,838,000)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
<b>Salaries and Wages</b>						
20000011	Account Clerk	4.51	3.75	<b>4.51</b>	\$31,491 - \$37,918	\$ 165,373
20000007	Accountant 3	0.38	0.38	<b>0.57</b>	59,363 - 71,760	38,543
20000102	Accountant 4	0.00	0.38	<b>0.38</b>	66,768 - 88,982	33,816
20000012	Administrative Aide 1	0.38	0.38	<b>0.38</b>	36,962 - 44,533	16,513
20000024	Administrative Aide 2	5.50	5.71	<b>6.28</b>	42,578 - 51,334	311,478
20000057	Assistant Chemist	29.00	28.00	<b>27.00</b>	53,789 - 65,333	1,597,399
20001140	Assistant Department Director	0.33	0.33	<b>0.33</b>	31,741 - 173,971	44,807
20001202	Assistant Deputy Director	1.00	1.00	<b>0.00</b>	23,005 - 137,904	-
20000070	Assistant Engineer-Civil	11.07	7.27	<b>9.68</b>	57,866 - 69,722	593,702
20000087	Assistant Engineer-Mechanical	0.00	0.00	<b>0.33</b>	57,866 - 69,722	21,732
20000088	Assistant Engineer-Mechanical	0.58	0.00	<b>0.00</b>	57,866 - 69,722	-
20000080	Assistant Laboratory Technician	1.00	1.00	<b>1.00</b>	33,696 - 40,602	39,587
20000041	Assistant Management Analyst	0.00	0.00	<b>0.33</b>	44,470 - 54,059	17,843
20001228	Assistant Metropolitan Wastewater Director	0.64	0.33	<b>0.33</b>	31,741 - 173,971	46,199
90001228	Assistant Metropolitan Wastewater Director - Hourly	0.00	0.12	<b>0.00</b>	31,741 - 173,971	-
20000114	Assistant Wastewater Plant Operator	0.00	2.00	<b>0.00</b>	45,240 - 53,830	-
20000140	Associate Chemist	7.00	8.00	<b>8.00</b>	62,005 - 75,067	504,510
90000140	Associate Chemist - Hourly	0.00	0.00	<b>1.05</b>	62,005 - 75,067	65,106

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20000311	Associate Department Human Resources Analyst	1.32	1.65	<b>1.65</b>	54,059 - 65,333	103,284
20000145	Associate Engineer-Civil	0.90	1.09	<b>1.09</b>	66,622 - 80,454	85,270
20000143	Associate Engineer-Civil	9.96	8.80	<b>10.21</b>	66,622 - 80,454	722,256
90000143	Associate Engineer-Civil - Hourly	0.00	0.00	<b>0.50</b>	66,622 - 80,454	33,312
20000150	Associate Engineer-Electrical	2.00	2.33	<b>2.33</b>	66,622 - 80,454	182,781
20000154	Associate Engineer-Mechanical	0.78	0.45	<b>0.45</b>	66,622 - 80,454	35,293
20000119	Associate Management Analyst	13.05	11.45	<b>11.68</b>	54,059 - 65,333	724,798
20000137	Associate Management Analyst	1.65	1.98	<b>1.98</b>	54,059 - 65,333	119,782
20000134	Associate Management Analyst	0.38	0.38	<b>0.38</b>	54,059 - 65,333	24,830
20000162	Associate Planner	0.66	0.11	<b>0.32</b>	56,722 - 68,536	21,383
20000655	Biologist 2	6.00	6.00	<b>6.00</b>	53,726 - 65,333	382,200
20000648	Biologist 3	1.00	1.00	<b>1.00</b>	62,005 - 75,067	73,190
20000649	Biologist 3	0.53	0.00	<b>0.00</b>	62,005 - 75,067	-
20000195	Boat Operator	1.00	1.00	<b>1.00</b>	43,493 - 51,896	51,896
20000205	Building Service Supervisor	1.00	1.00	<b>2.00</b>	45,718 - 55,286	107,808
20000224	Building Service Technician	2.00	2.00	<b>2.00</b>	33,322 - 39,666	79,332
20000539	Clerical Assistant 2	9.79	10.22	<b>9.46</b>	29,931 - 36,067	328,046
20001168	Deputy Director	3.64	3.09	<b>3.14</b>	46,966 - 172,744	362,668
90001168	Deputy Director - Hourly	0.00	0.14	<b>0.46</b>	46,966 - 172,744	50,533
20000399	Drafting Aide	0.00	0.33	<b>0.00</b>	38,688 - 46,571	-
20000408	Electrician	0.00	1.00	<b>0.00</b>	47,091 - 56,534	-
20000430	Equipment Operator 2	1.00	0.00	<b>0.00</b>	41,350 - 49,462	-
20000924	Executive Secretary	0.66	0.33	<b>0.33</b>	43,555 - 52,666	17,376
20000461	Field Representative	2.31	0.11	<b>0.48</b>	32,323 - 38,917	18,213
20000184	Fleet Parts Buyer	1.00	1.00	<b>1.00</b>	44,637 - 54,059	52,708
90000819	Golf Course Manager - Hourly	0.00	0.00	<b>0.06</b>	59,488 - 71,760	3,569
20000501	Heavy Truck Driver 2	3.00	3.00	<b>3.00</b>	37,565 - 45,302	135,906
20000178	Information Systems Administrator	0.34	0.34	<b>0.34</b>	73,466 - 88,982	29,350
20000290	Information Systems Analyst 2	3.74	3.06	<b>3.40</b>	54,059 - 65,333	212,341
20000293	Information Systems Analyst 3	2.04	2.38	<b>2.38</b>	59,363 - 71,760	166,594
20000999	Information Systems Analyst 4	1.00	1.00	<b>1.00</b>	66,768 - 80,891	78,464
20000998	Information Systems Analyst 4	2.04	1.70	<b>1.70</b>	66,768 - 80,891	135,033
20000514	Instrumentation and Control Supervisor	2.00	1.00	<b>1.00</b>	56,410 - 68,224	66,518
20000515	Instrumentation and Control Technician	7.00	7.00	<b>6.00</b>	51,896 - 62,296	373,776
20000497	Irrigation Specialist	2.46	0.33	<b>0.48</b>	37,814 - 45,261	21,725
20000551	Junior Engineer-Civil	0.00	2.32	<b>0.00</b>	50,003 - 60,549	-
20000566	Junior Engineer-Mechanical	0.00	0.33	<b>0.00</b>	50,003 - 60,549	-
20000590	Laboratory Technician	16.00	16.00	<b>17.00</b>	40,622 - 49,067	754,155
20000618	Machinist	5.00	5.00	<b>5.00</b>	46,134 - 55,266	217,372
90001073	Management Intern - Hourly	4.77	2.86	<b>3.17</b>	24,274 - 29,203	76,948

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20000028	Management Trainee	0.33	0.00	<b>0.00</b>	38,750 - 46,738	-
20000623	Marine Biologist 1	0.00	2.00	<b>0.00</b>	46,800 - 56,451	-
20000624	Marine Biologist 2	18.00	15.00	<b>18.00</b>	53,726 - 65,333	1,042,614
20000625	Marine Biologist 2	0.00	1.00	<b>0.00</b>	53,726 - 65,333	-
20000626	Marine Biologist 3	5.00	5.00	<b>5.00</b>	62,005 - 75,067	367,827
20000621	Millwright	2.00	0.00	<b>0.00</b>	51,064 - 62,088	-
20000165	Multimedia Production Specialist	0.49	0.11	<b>0.16</b>	43,264 - 51,979	8,109
20000634	Organization Effectiveness Specialist 2	0.66	0.33	<b>1.04</b>	54,059 - 65,333	63,408
20000627	Organization Effectiveness Specialist 3	0.00	0.33	<b>0.33</b>	59,363 - 71,760	19,595
20000639	Organization Effectiveness Supervisor	0.33	0.33	<b>0.33</b>	66,768 - 80,891	25,101
20000667	Painter	3.00	3.00	<b>3.00</b>	41,600 - 49,962	146,739
20000680	Payroll Specialist 2	3.63	3.30	<b>3.30</b>	34,611 - 41,787	134,580
20000173	Payroll Supervisor	0.66	0.66	<b>0.66</b>	39,686 - 48,069	31,329
20000710	Plant Operator Trainee	0.00	6.00	<b>0.00</b>	37,898 - 45,240	-
20000701	Plant Process Control Electrician	19.00	16.00	<b>17.16</b>	51,896 - 62,296	989,296
20000705	Plant Process Control Supervisor	8.28	7.66	<b>7.66</b>	56,410 - 68,224	436,339
20000703	Plant Process Control Supervisor	3.00	3.00	<b>3.00</b>	56,410 - 68,224	199,554
20000687	Plant Technician 1	21.00	20.00	<b>20.00</b>	37,814 - 45,261	494,526
20000688	Plant Technician 2	24.00	24.00	<b>24.00</b>	41,454 - 49,504	1,186,088
20000689	Plant Technician 3	12.00	12.00	<b>12.00</b>	45,490 - 54,434	598,774
20000706	Plant Technician Supervisor	8.00	7.00	<b>7.00</b>	52,666 - 62,837	428,862
20000732	Power Plant Operator	2.00	2.00	<b>2.00</b>	49,712 - 59,342	118,684
20000733	Power Plant Supervisor	3.00	3.00	<b>3.00</b>	55,141 - 66,581	192,751
90000733	Power Plant Supervisor - Hourly	0.00	0.00	<b>0.11</b>	55,141 - 66,581	6,066
20000740	Principal Drafting Aide	1.32	1.32	<b>1.32</b>	50,003 - 60,549	75,442
21000100	Principal Engineering Aide	0.00	0.00	<b>0.16</b>	50,003 - 60,549	8,956
20000743	Principal Engineering Aide	3.20	2.66	<b>2.40</b>	50,003 - 60,549	139,568
20000707	Principal Plant Technician Supervisor	2.00	2.00	<b>2.00</b>	63,024 - 76,045	148,288
20001222	Program Manager	1.64	1.65	<b>2.03</b>	46,966 - 172,744	207,281
20000760	Project Assistant	0.10	0.00	<b>0.00</b>	57,866 - 69,722	-
20000761	Project Officer 1	0.86	0.00	<b>0.00</b>	66,622 - 80,454	-
90000761	Project Officer 1 - Hourly	0.13	0.04	<b>0.06</b>	66,622 - 80,454	3,997
20000766	Project Officer 2	0.11	0.22	<b>0.32</b>	76,794 - 92,851	28,720
20000763	Project Officer 2	0.33	0.00	<b>0.33</b>	76,794 - 92,851	29,881
20000783	Public Information Clerk	1.52	1.14	<b>1.14</b>	31,491 - 37,918	42,513
20000784	Public Information Officer	0.33	0.11	<b>0.00</b>	43,514 - 52,707	-
20001150	Public Utilities Director	0.17	0.33	<b>0.33</b>	59,155 - 224,099	56,099
20000319	Pump Station Operator	10.00	10.00	<b>10.00</b>	43,493 - 51,917	514,675
20000320	Pump Station Operator Supervisor	1.00	1.00	<b>1.00</b>	47,674 - 56,888	55,466

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20000560	Recycling Program Manager	0.00	0.33	<b>0.33</b>	76,731 - 92,893	29,735
20000557	Recycling Program Manager	0.33	0.00	<b>0.00</b>	76,731 - 92,893	-
20000559	Recycling Program Manager	0.33	0.33	<b>0.16</b>	76,731 - 92,893	14,863
20000850	Safety Officer	0.33	0.33	<b>0.00</b>	57,907 - 69,930	-
20000847	Safety Officer	0.66	0.66	<b>0.66</b>	57,907 - 69,930	45,006
20000852	Safety Representative 1	0.00	0.33	<b>0.00</b>	41,725 - 50,461	-
20000854	Safety Representative 2	3.97	3.64	<b>3.97</b>	50,461 - 61,027	232,609
90000854	Safety Representative 2 - Hourly	0.00	0.12	<b>0.00</b>	50,461 - 61,027	-
20001042	Safety and Training Manager	0.66	0.66	<b>0.99</b>	66,768 - 80,891	76,301
20000869	Senior Account Clerk	0.76	0.76	<b>0.76</b>	36,067 - 43,514	32,656
20000828	Senior Biologist	1.00	1.11	<b>1.16</b>	71,760 - 86,466	95,814
20000196	Senior Boat Operator	1.00	1.00	<b>1.00</b>	47,840 - 57,117	57,117
90000222	Senior Building Maintenance Supervisor - Hourly	0.00	0.00	<b>0.25</b>	76,918 - 93,018	19,230
20000883	Senior Chemist	2.00	2.00	<b>2.00</b>	71,739 - 86,466	166,442
20000885	Senior Civil Engineer	6.81	3.52	<b>2.98</b>	76,794 - 92,851	269,783
90000885	Senior Civil Engineer - Hourly	0.00	0.00	<b>0.41</b>	76,794 - 92,851	31,486
20000927	Senior Clerk/Typist	1.66	1.44	<b>1.33</b>	36,067 - 43,514	56,431
20000312	Senior Department Human Resources Analyst	0.33	0.33	<b>0.33</b>	59,363 - 71,760	23,676
20000400	Senior Drafting Aide	4.31	3.98	<b>3.69</b>	44,429 - 53,706	189,746
20000906	Senior Electrical Engineer	1.00	1.00	<b>0.00</b>	76,794 - 92,851	-
20000905	Senior Electrical Engineer	1.00	1.00	<b>1.00</b>	76,794 - 92,851	92,851
20000902	Senior Engineering Aide	1.97	1.05	<b>0.80</b>	44,429 - 53,706	40,621
20000900	Senior Engineering Aide	0.43	0.33	<b>0.00</b>	44,429 - 53,706	-
20000015	Senior Management Analyst	5.50	5.14	<b>5.23</b>	59,363 - 71,760	357,856
90000015	Senior Management Analyst - Hourly	0.00	0.12	<b>0.11</b>	59,363 - 71,760	6,530
20000880	Senior Marine Biologist	1.00	1.00	<b>1.00</b>	71,760 - 86,466	86,466
20000856	Senior Mechanical Engineer	0.32	0.33	<b>0.00</b>	76,794 - 92,851	-
20000920	Senior Planner	0.33	0.11	<b>0.48</b>	65,354 - 79,019	32,951
20000918	Senior Planner	0.48	0.11	<b>0.16</b>	65,354 - 79,019	12,327
20000708	Senior Plant Technician Supervisor	9.28	8.66	<b>8.66</b>	60,070 - 72,467	613,685
20000968	Senior Power Plant Supervisor	1.00	1.00	<b>1.00</b>	63,357 - 76,440	74,529
90000968	Senior Power Plant Supervisor - Hourly	0.00	0.12	<b>0.00</b>	63,357 - 76,440	-
20000916	Senior Public Information Officer	0.66	0.66	<b>0.82</b>	54,059 - 65,333	48,384
20000938	Senior Wastewater Operations Supervisor	6.00	6.00	<b>6.00</b>	70,699 - 85,530	497,786
20000055	Senior Wastewater Plant Operator	1.00	1.00	<b>1.00</b>	56,534 - 67,621	67,621
20000914	Senior Water Utility Supervisor	0.33	0.44	<b>0.00</b>	47,216 - 57,138	-
20000950	Stock Clerk	4.50	5.00	<b>6.00</b>	30,056 - 36,275	212,208
20000955	Storekeeper 1	5.00	5.00	<b>6.00</b>	34,611 - 41,517	243,679

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20000954	Storekeeper 3	1.00	1.00	<b>1.00</b>	39,811 - 47,882	46,685
90000964	Student Engineer - Hourly	0.48	0.14	<b>0.32</b>	26,707 - 32,011	8,547
90001146	Student Intern - Hourly	0.35	0.00	<b>0.00</b>	18,616 - 22,318	-
90000967	Student Worker - Hourly	0.00	0.12	<b>0.00</b>	20,925 - 24,918	-
20000313	Supervising Department Human Resources Analyst	0.66	0.33	<b>0.33</b>	66,768 - 80,891	26,699
20000995	Supervising Economist	0.41	0.41	<b>0.41</b>	66,768 - 80,891	27,372
20000990	Supervising Field Representative	0.33	0.00	<b>0.16</b>	35,651 - 42,890	6,691
20000985	Supervising Management Analyst	0.33	0.11	<b>0.16</b>	66,768 - 80,891	12,554
20000970	Supervising Management Analyst	4.89	3.34	<b>3.33</b>	66,768 - 80,891	267,128
20001021	Supervising Public Information Officer	0.33	0.11	<b>0.16</b>	59,363 - 71,760	11,195
20001041	Training Supervisor	0.33	0.33	<b>0.33</b>	59,363 - 71,760	23,078
20000937	Wastewater Operations Supervisor	24.00	24.00	<b>24.00</b>	64,667 - 77,293	1,796,541
20000941	Wastewater Plant Operator	40.00	32.00	<b>40.00</b>	53,830 - 64,397	2,283,053
20000931	Wastewater Treatment Superintendent	4.00	4.00	<b>4.00</b>	81,578 - 98,675	387,299
20001058	Welder	2.00	2.00	<b>2.00</b>	44,366 - 53,206	106,412
20000756	Word Processing Operator	8.37	4.86	<b>5.42</b>	31,491 - 37,918	199,505
	Bilingual - Regular					2,854
	Exceptional Performance Pay-Classified					927
	Exceptional Performance Pay-Unclassified					1,045
	Geographic Info Cert Pay					3,822
	Night Shift Pay					68,526
	Overtime Budgeted					1,383,646
	Plant/Tank Vol Cert Pay					123,121
	Reg Pay For Engineers					168,898
	Split Shift Pay					39,744
	Termination Pay Annual Leave					36,087
	Welding Certification					3,640
<b>Salaries and Wages Subtotal</b>		<b>479.93</b>	<b>443.98</b>	<b>450.89</b>		<b>\$ 27,909,904</b>

## Fringe Benefits

Employee Offset Savings	\$ 228,158
Flexible Benefits	2,530,964
Long-Term Disability	175,224
Medicare	341,656
Other Post-Employment Benefits	2,689,525
Retiree Medical Trust	2,677
Retirement 401 Plan	10,714
Retirement ARC	8,391,529
Retirement DROP	102,121
Retirement Offset Contribution	66,975

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
	Risk Management Administration					441,614
	Supplemental Pension Savings Plan					1,443,419
	Unemployment Insurance					77,130
	Workers' Compensation					707,548
<b>Fringe Benefits Subtotal</b>						<b>\$ 17,209,254</b>
<b>Total Personnel Expenditures</b>						<b>\$ 45,119,158</b>

## Municipal Sewer Revenue Fund

### Department Expenditures

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Metropolitan Wastewater - Muni	\$ 49,989,165	\$ 54,560,631	\$ 52,222,530	\$ (2,338,101)
Public Utilities	57,982,292	71,753,770	75,488,115	3,734,345
<b>Total</b>	<b>\$ 107,971,457</b>	<b>\$ 126,314,401</b>	<b>\$ 127,710,645</b>	<b>\$ 1,396,244</b>

### Department Personnel

	FY2011 Budget	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Metropolitan Wastewater - Muni	297.00	297.00	285.00	(12.00)
Public Utilities	145.24	124.64	123.44	(1.20)
<b>Total</b>	<b>442.24</b>	<b>421.64</b>	<b>408.44</b>	<b>(13.20)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	\$ 1,941,165	\$ -
<b>State Revolving Fund (SRF) Adjustment</b> Addition of funding to contracts to cover the minimum reserve amount per the funding agreement.	0.00	1,699,809	-
<b>CIP Upgrades Contract</b> Addition of expenditures for a contract with the City of Escondido to perform CIP upgrades.	0.00	800,000	-
<b>Emergency Repair</b> Addition of contract expenditures related to an emergency repair at Pump Station 64.	0.00	774,559	-
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	474,676	-
<b>Support for Equipment and Maintenance</b> Addition of expenditures for the replacement and cleaning of motors and other equipment.	0.00	400,000	-



# Public Utilities

## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Moving Expenditures</b> Addition of expenditures for moving and the building of cubicles.	0.00	190,000	-
<b>Support for Strategic Planning</b> Adjustment reflects an increase in expenditures across the Sewer Funds and the Water Utility Operating Fund for the addition of 0.50 Accountant 3, 1.00 Organization Effectiveness Specialist 2, 0.98 Management Interns, and contracts needed to support the strategic planning and management academies.	0.47	160,919	-
<b>Copier Savings</b> Adjustment to reflect savings resulting from the new convenience copier contract.	0.00	(26,306)	-
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2012.	0.00	(66,706)	-
<b>Environment Impact Services</b> Reduction in contracts related to environmental impact services.	0.00	(90,195)	-
<b>Customer Care Solution Project</b> Reduction of 10.00 FTE positions across the Sewer Funds and the Water Utility Operating Fund due to the completion of the Customer Care Solution Project.	(1.50)	(108,839)	-
<b>Reduction of CIP Contingency</b> Adjustment reflects a reduction of CIP contingency based on projected Fiscal Year 2013 operating reserve levels.	0.00	(158,001)	-
<b>Non-Standard Hour Personnel Funding</b> Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	(1.35)	(191,257)	-
<b>Reduction of Contingency Reserve</b> Reduction of the Contingency Reserve as it is no longer needed in Fiscal Year 2013 or future years.	0.00	(832,304)	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2012 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	(1.03)	(867,087)	-
<b>Public Utilities Restructure</b> Reallocation among funds to more accurately reflect operational expenditures as well as an adjustment due to efficiencies realized.	(9.79)	(2,704,189)	-
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2013 revenue projections.	0.00	-	(61,367,000)
<b>Total</b>	<b>(13.20)</b>	<b>\$ 1,396,244</b>	<b>\$ (61,367,000)</b>



# Public Utilities

## Expenditures by Category

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
<b>PERSONNEL</b>				
Salaries and Wages	\$ 25,291,947	\$ 24,377,149	\$ 22,806,721	\$ (1,570,428)
Fringe Benefits	13,637,549	14,956,660	14,579,120	(377,540)
<b>PERSONNEL SUBTOTAL</b>	<b>\$ 38,929,496</b>	<b>\$ 39,333,809</b>	<b>\$ 37,385,841</b>	<b>\$ (1,947,968)</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 4,211,711	\$ 3,524,025	\$ 4,372,934	\$ 848,909
Contracts	23,708,567	33,433,786	34,808,241	1,374,455
Information Technology	3,280,233	3,671,994	4,140,716	468,722
Energy and Utilities	4,290,360	5,014,238	6,154,436	1,140,198
Other	199,037	552,376	1,218,917	666,541
CIP Contingency	-	1,041,295	35,793	(1,005,502)
Transfers Out	32,889,963	39,049,704	39,050,593	889
Capital Expenditures	504,650	693,174	543,174	(150,000)
Debt	(42,560)	-	-	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$ 69,041,961</b>	<b>\$ 86,980,592</b>	<b>\$ 90,324,804</b>	<b>\$ 3,344,212</b>
<b>Total</b>	<b>\$ 107,971,457</b>	<b>\$ 126,314,401</b>	<b>\$ 127,710,645</b>	<b>\$ 1,396,244</b>

## Revenues by Category

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Charges for Services	\$ 303,207,873	\$ 324,219,000	\$ 302,711,000	\$ (21,508,000)
Fines Forfeitures and Penalties	1,649	50,000	-	(50,000)
Other Revenue	40,686,587	62,109,000	250,000	(61,859,000)
Rev from Money and Prop	6,418,235	6,650,000	5,050,000	(1,600,000)
Rev from Other Agencies	-	-	23,650,000	23,650,000
<b>Total</b>	<b>\$ 350,314,343</b>	<b>\$ 393,028,000</b>	<b>\$ 331,661,000</b>	<b>\$ (61,367,000)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
<b>Salaries and Wages</b>						
20000011	Account Clerk	2.60	2.16	2.60	\$31,491 - \$37,918	\$ 95,324
20000007	Accountant 3	0.22	0.22	0.33	59,363 - 71,760	22,322
20000102	Accountant 4	0.00	0.22	0.22	66,768 - 88,982	19,573
20000012	Administrative Aide 1	1.22	1.22	1.22	36,962 - 44,533	50,585
20000024	Administrative Aide 2	6.01	5.91	4.07	42,578 - 51,334	177,758
20000057	Assistant Chemist	10.00	10.00	10.00	53,789 - 65,333	573,300
20001140	Assistant Department Director	0.18	0.18	0.18	31,741 - 173,971	24,451
20001202	Assistant Deputy Director	1.00	0.00	0.00	23,005 - 137,904	-
90001202	Assistant Deputy Director - Hourly	0.00	1.00	0.00	23,005 - 137,904	-
20000070	Assistant Engineer-Civil	18.02	10.41	10.25	57,866 - 69,722	662,414
20000088	Assistant Engineer-Mechanical	0.32	0.00	0.00	57,866 - 69,722	-
20000087	Assistant Engineer-Mechanical	0.00	0.00	0.18	57,866 - 69,722	11,854
20000080	Assistant Laboratory Technician	1.00	1.00	1.00	33,696 - 40,602	39,587
20000041	Assistant Management Analyst	0.00	0.00	0.18	44,470 - 54,059	9,732
20001228	Assistant Metropolitan Wastewater Director	0.36	0.18	0.18	31,741 - 173,971	25,200

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
90001228	Assistant Metropolitan Wastewater Director - Hourly	0.00	0.06	<b>0.00</b>	31,741 - 173,971	-
20000140	Associate Chemist	4.00	4.00	<b>4.00</b>	62,005 - 75,067	292,760
20000311	Associate Department Human Resources Analyst	0.72	0.90	<b>0.90</b>	54,059 - 65,333	56,335
20000143	Associate Engineer-Civil	13.25	9.08	<b>8.26</b>	66,622 - 80,454	652,083
20000145	Associate Engineer-Civil	0.51	0.62	<b>0.62</b>	66,622 - 80,454	48,497
90000143	Associate Engineer-Civil - Hourly	0.00	0.00	<b>0.06</b>	66,622 - 80,454	3,997
20000150	Associate Engineer-Electrical	0.00	0.18	<b>0.18</b>	66,622 - 80,454	14,124
20000154	Associate Engineer-Mechanical	0.43	0.25	<b>0.25</b>	66,622 - 80,454	19,608
20000134	Associate Management Analyst	0.22	0.22	<b>0.22</b>	54,059 - 65,333	14,377
20000137	Associate Management Analyst	0.90	1.08	<b>1.58</b>	54,059 - 65,333	96,696
20000119	Associate Management Analyst	9.72	7.10	<b>6.54</b>	54,059 - 65,333	407,239
90000119	Associate Management Analyst - Hourly	0.00	0.70	<b>0.00</b>	54,059 - 65,333	-
20000162	Associate Planner	0.36	1.00	<b>1.00</b>	56,722 - 68,536	65,763
20000649	Biologist 3	0.98	2.00	<b>2.00</b>	62,005 - 75,067	140,006
20000266	Cashier	2.50	2.50	<b>2.50</b>	31,491 - 37,918	89,861
20000236	Cement Finisher	1.00	1.00	<b>1.00</b>	43,451 - 52,083	52,083
90000836	Claims and Insurance Manager - Hourly	0.00	0.17	<b>0.00</b>	73,445 - 88,837	-
20000539	Clerical Assistant 2	3.02	4.78	<b>3.34</b>	29,931 - 36,067	116,301
20000306	Code Compliance Officer	3.00	1.50	<b>1.50</b>	37,232 - 44,803	66,644
20000307	Code Compliance Supervisor	0.50	0.50	<b>0.50</b>	42,890 - 51,334	25,667
20000829	Compliance and Metering Manager	0.50	0.50	<b>1.00</b>	73,445 - 88,837	86,167
20000801	Customer Information and Billing Manager	0.50	0.50	<b>0.50</b>	73,445 - 88,837	43,080
90000801	Customer Information and Billing Manager - Hourly	0.00	0.00	<b>0.17</b>	73,445 - 88,837	12,486
20000369	Customer Services Representative	17.83	17.00	<b>17.50</b>	32,968 - 39,811	644,015
90000369	Customer Services Representative - Hourly	1.14	0.00	<b>1.50</b>	32,968 - 39,811	49,452
20000366	Customer Services Supervisor	2.50	2.00	<b>2.00</b>	57,782 - 69,784	136,940
20001168	Deputy Director	1.90	2.04	<b>2.04</b>	46,966 - 172,744	239,905
90001168	Deputy Director - Hourly	0.00	1.17	<b>0.23</b>	46,966 - 172,744	25,266
20000399	Drafting Aide	0.00	0.18	<b>0.00</b>	38,688 - 46,571	-
20000408	Electrician	0.00	1.00	<b>0.00</b>	47,091 - 56,534	-
20000429	Equipment Operator 1	25.00	29.00	<b>30.00</b>	37,690 - 45,115	1,347,396
20000428	Equipment Operator 1	1.00	1.00	<b>1.00</b>	37,690 - 45,115	45,115
20000426	Equipment Operator 1	5.00	1.00	<b>0.00</b>	37,690 - 45,115	-
20000430	Equipment Operator 2	12.00	12.00	<b>12.00</b>	41,350 - 49,462	494,620
20000436	Equipment Operator 3	2.00	2.00	<b>2.00</b>	43,160 - 51,667	103,334
20000418	Equipment Technician 1	13.00	13.00	<b>11.00</b>	36,005 - 43,139	474,529

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20000423	Equipment Technician 2	11.00	11.00	<b>10.00</b>	39,499 - 47,091	470,910
20000431	Equipment Technician 3	1.00	1.00	<b>1.00</b>	43,368 - 51,813	51,813
20000924	Executive Secretary	0.36	0.18	<b>0.18</b>	43,555 - 52,666	9,480
20000461	Field Representative	13.87	16.50	<b>15.50</b>	32,323 - 38,917	529,315
90000461	Field Representative - Hourly	2.15	0.00	<b>0.00</b>	32,323 - 38,917	-
20000483	General Water Utility Supervisor	4.00	4.00	<b>4.00</b>	59,342 - 71,760	208,854
20000516	Hazardous Materials/ Pretreatment Trainee	0.00	1.00	<b>0.00</b>	42,619 - 51,293	-
20000502	Heavy Truck Driver 1	2.00	2.00	<b>2.00</b>	36,234 - 43,160	86,320
20000178	Information Systems Administrator	0.19	0.19	<b>0.19</b>	73,466 - 88,982	16,403
20000290	Information Systems Analyst 2	2.59	2.21	<b>2.40</b>	54,059 - 65,333	150,286
20000293	Information Systems Analyst 3	1.14	1.33	<b>1.33</b>	59,363 - 71,760	93,094
20000998	Information Systems Analyst 4	1.14	0.95	<b>0.95</b>	66,768 - 80,891	75,489
20000515	Instrumentation and Control Technician	2.00	2.00	<b>2.00</b>	51,896 - 62,296	124,592
20000497	Irrigation Specialist	0.54	0.00	<b>0.00</b>	37,814 - 45,261	-
20000551	Junior Engineer-Civil	0.00	1.16	<b>0.00</b>	50,003 - 60,549	-
20000566	Junior Engineer-Mechanical	0.00	0.18	<b>0.00</b>	50,003 - 60,549	-
20000590	Laboratory Technician	9.00	9.00	<b>9.00</b>	40,622 - 49,067	419,753
20000589	Laborer	0.00	1.00	<b>0.00</b>	29,182 - 34,757	-
90001073	Management Intern - Hourly	0.78	0.06	<b>0.18</b>	24,274 - 29,203	4,370
20000028	Management Trainee	0.18	0.00	<b>0.00</b>	38,750 - 46,738	-
20000165	Multimedia Production Specialist	0.33	0.00	<b>0.00</b>	43,264 - 51,979	-
20000634	Organization Effectiveness Specialist 2	0.36	0.18	<b>0.58</b>	54,059 - 65,333	35,392
20000627	Organization Effectiveness Specialist 3	0.00	0.18	<b>0.18</b>	59,363 - 71,760	10,680
20000639	Organization Effectiveness Supervisor	0.18	0.18	<b>0.18</b>	66,768 - 80,891	13,679
20000680	Payroll Specialist 2	1.98	1.80	<b>1.80</b>	34,611 - 41,787	73,446
20000173	Payroll Supervisor	0.36	0.36	<b>0.36</b>	39,686 - 48,069	17,088
20000701	Plant Process Control Electrician	12.00	11.00	<b>10.00</b>	51,896 - 62,296	560,664
20000703	Plant Process Control Supervisor	3.00	1.00	<b>1.00</b>	56,410 - 68,224	66,518
20000705	Plant Process Control Supervisor	5.72	7.36	<b>5.36</b>	56,410 - 68,224	352,898
20000687	Plant Technician 1	2.00	2.00	<b>2.00</b>	37,814 - 45,261	45,261
20000688	Plant Technician 2	2.00	2.00	<b>2.00</b>	41,454 - 49,504	99,008
20000689	Plant Technician 3	1.00	1.00	<b>1.00</b>	45,490 - 54,434	54,434
20000706	Plant Technician Supervisor	1.00	1.00	<b>1.00</b>	52,666 - 62,837	61,266
90000733	Power Plant Supervisor - Hourly	0.00	0.00	<b>0.06</b>	55,141 - 66,581	3,308
20000740	Principal Drafting Aide	0.72	0.72	<b>0.72</b>	50,003 - 60,549	41,150
20000743	Principal Engineering Aide	8.85	8.91	<b>9.27</b>	50,003 - 60,549	536,402
20000750	Principal Water Utility Supervisor	2.00	2.00	<b>2.00</b>	52,000 - 62,837	61,266
20001222	Program Manager	1.28	1.85	<b>2.03</b>	46,966 - 172,744	213,127

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20000760	Project Assistant	0.40	1.00	<b>1.00</b>	57,866 - 69,722	67,979
20000761	Project Officer 1	1.16	2.00	<b>2.00</b>	66,622 - 80,454	156,886
90000761	Project Officer 1 - Hourly	0.07	0.00	<b>0.00</b>	66,622 - 80,454	-
20000763	Project Officer 2	1.18	1.00	<b>1.18</b>	76,794 - 92,851	106,827
20000783	Public Information Clerk	0.88	0.66	<b>0.66</b>	31,491 - 37,918	24,612
20000784	Public Information Officer	0.18	0.00	<b>0.00</b>	43,514 - 52,707	-
20001150	Public Utilities Director	0.09	0.18	<b>0.18</b>	59,155 - 224,099	30,610
20000319	Pump Station Operator	5.00	5.00	<b>5.00</b>	43,493 - 51,917	259,585
20000320	Pump Station Operator Supervisor	1.00	1.00	<b>1.00</b>	47,674 - 56,888	55,466
20000559	Recycling Program Manager	0.18	0.18	<b>0.00</b>	76,731 - 92,893	-
20000557	Recycling Program Manager	0.18	0.00	<b>0.00</b>	76,731 - 92,893	-
20000560	Recycling Program Manager	0.00	0.18	<b>0.18</b>	76,731 - 92,893	16,219
20000847	Safety Officer	0.36	0.36	<b>0.36</b>	57,907 - 69,930	24,556
20000850	Safety Officer	0.18	0.18	<b>0.00</b>	57,907 - 69,930	-
20000852	Safety Representative 1	0.00	0.18	<b>0.00</b>	41,725 - 50,461	-
20000854	Safety Representative 2	1.62	1.44	<b>1.62</b>	50,461 - 61,027	94,400
90000854	Safety Representative 2 - Hourly	0.00	0.12	<b>0.00</b>	50,461 - 61,027	-
20001042	Safety and Training Manager	0.36	0.36	<b>0.54</b>	66,768 - 80,891	41,618
20000869	Senior Account Clerk	0.44	0.44	<b>0.44</b>	36,067 - 43,514	18,913
20000883	Senior Chemist	1.00	1.00	<b>1.00</b>	71,739 - 86,466	84,304
20000885	Senior Civil Engineer	3.57	2.56	<b>2.56</b>	76,794 - 92,851	231,776
20000927	Senior Clerk/Typist	0.36	0.18	<b>0.18</b>	36,067 - 43,514	7,645
20000898	Senior Customer Services Representative	4.00	3.00	<b>3.00</b>	37,835 - 45,781	129,963
90000898	Senior Customer Services Representative - Hourly	0.00	0.00	<b>0.17</b>	37,835 - 45,781	6,432
20000312	Senior Department Human Resources Analyst	0.18	0.18	<b>0.18</b>	59,363 - 71,760	12,918
20000400	Senior Drafting Aide	1.26	1.08	<b>1.48</b>	44,429 - 53,706	75,603
20000900	Senior Engineering Aide	11.61	10.18	<b>10.00</b>	44,429 - 53,706	502,500
20000902	Senior Engineering Aide	2.69	2.50	<b>3.00</b>	44,429 - 53,706	153,443
20000015	Senior Management Analyst	3.53	3.76	<b>3.69</b>	59,363 - 71,760	253,532
90000015	Senior Management Analyst - Hourly	0.00	0.06	<b>0.06</b>	59,363 - 71,760	3,562
20000856	Senior Mechanical Engineer	0.18	0.18	<b>0.00</b>	76,794 - 92,851	-
20000918	Senior Planner	0.78	1.00	<b>1.00</b>	65,354 - 79,019	77,044
20000920	Senior Planner	0.18	0.00	<b>0.00</b>	65,354 - 79,019	-
20000708	Senior Plant Technician Supervisor	0.72	0.36	<b>0.36</b>	60,070 - 72,467	25,436
90000968	Senior Power Plant Supervisor - Hourly	0.00	0.06	<b>0.00</b>	63,357 - 76,440	-
20000916	Senior Public Information Officer	0.36	0.36	<b>0.36</b>	54,059 - 65,333	21,204
20000914	Senior Water Utility Supervisor	14.18	13.18	<b>14.00</b>	47,216 - 57,138	724,559
90000964	Student Engineer - Hourly	0.63	0.00	<b>0.09</b>	26,707 - 32,011	2,404

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
90001146	Student Intern - Hourly	0.19	0.00	<b>0.00</b>	18,616 - 22,318	-
90000967	Student Worker - Hourly	0.00	0.46	<b>0.00</b>	20,925 - 24,918	-
20000313	Supervising Department Human Resources Analyst	0.36	0.18	<b>0.18</b>	66,768 - 80,891	14,556
20000995	Supervising Economist	0.23	0.23	<b>0.23</b>	66,768 - 80,891	15,360
20000990	Supervising Field Representative	1.68	1.00	<b>0.50</b>	35,651 - 42,890	20,454
20000970	Supervising Management Analyst	2.12	2.76	<b>2.74</b>	66,768 - 80,891	216,936
20000985	Supervising Management Analyst	0.18	0.00	<b>0.00</b>	66,768 - 80,891	-
20000997	Supervising Meter Reader	0.66	1.00	<b>1.00</b>	37,253 - 44,720	43,598
90000997	Supervising Meter Reader - Hourly	0.00	0.00	<b>0.17</b>	37,253 - 44,720	6,333
20001021	Supervising Public Information Officer	0.68	0.50	<b>0.50</b>	59,363 - 71,760	34,983
20000333	Supervising Wastewater Pretreatment Inspector	3.00	3.00	<b>3.00</b>	66,685 - 80,870	236,544
20001041	Training Supervisor	0.18	0.18	<b>0.18</b>	59,363 - 71,760	12,596
20001051	Utility Worker 1	46.00	45.00	<b>46.00</b>	30,534 - 36,296	1,579,966
20000323	Wastewater Pretreatment Inspector 2	8.00	7.00	<b>8.00</b>	55,078 - 66,768	498,053
20000325	Wastewater Pretreatment Inspector 3	5.00	5.00	<b>5.00</b>	60,674 - 73,507	288,092
20000523	Wastewater Pretreatment Program Manager	1.00	1.00	<b>1.00</b>	72,966 - 88,546	86,332
20000005	Water Systems Technician Supervisor	0.50	0.00	<b>0.00</b>	54,766 - 65,374	-
20001063	Water Utility Supervisor	14.00	14.00	<b>14.00</b>	43,472 - 51,979	506,800
20001065	Water Utility Worker	32.00	32.00	<b>31.00</b>	33,322 - 39,666	1,070,982
20000756	Word Processing Operator	8.81	6.58	<b>5.58</b>	31,491 - 37,918	166,281
	Bilingual - Regular					24,008
	Exceptional Performance Pay-Classified					7,275
	Exceptional Performance Pay-Unclassified					570
	Geographic Info Cert Pay					2,081
	Night Shift Pay					23,521
	Overtime Budgeted					2,444,244
	Plant/Tank Vol Cert Pay					95,426
	Reg Pay For Engineers					95,391
	Split Shift Pay					26,949
	Termination Pay Annual Leave					16,684
<b>Salaries and Wages Subtotal</b>		<b>442.24</b>	<b>421.64</b>	<b>408.44</b>		<b>\$ 22,806,721</b>

## Fringe Benefits

Employee Offset Savings	\$ 162,184
Flexible Benefits	2,257,504
Long-Term Disability	134,595
Medicare	269,377

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
	Other Post-Employment Benefits					2,438,599
	Retiree Medical Trust					1,090
	Retirement 401 Plan					4,300
	Retirement ARC					6,867,229
	Retirement DROP					55,350
	Retirement Offset Contribution					47,851
	Risk Management Administration					400,244
	Supplemental Pension Savings Plan					1,104,512
	Unemployment Insurance					59,397
	Workers' Compensation					776,887
<b>Fringe Benefits Subtotal</b>						<b>\$ 14,579,120</b>
<b>Total Personnel Expenditures</b>						<b>\$ 37,385,841</b>

## Water Utility Operating Fund

### Department Expenditures

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Public Utilities	\$ 119,752,263	\$ 154,000,047	<b>\$ 143,042,462</b>	\$ (10,957,585)
Water	242,307,172	297,642,350	<b>294,702,767</b>	(2,939,583)
<b>Total</b>	<b>\$ 362,059,435</b>	<b>\$ 451,642,397</b>	<b>\$ 437,745,229</b>	<b>\$ (13,897,168)</b>

### Department Personnel

	FY2011 Budget	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Public Utilities	226.43	253.87	<b>251.86</b>	(2.01)
Water	477.84	465.00	<b>455.58</b>	(9.42)
<b>Total</b>	<b>704.27</b>	<b>718.87</b>	<b>707.44</b>	<b>(11.43)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	\$ 1,248,680	\$ -
<b>Support for Water Treatment Plants</b> Addition of expenditures for upgrades and ongoing maintenance at various water treatment plants.	0.00	1,062,000	-
<b>Automated Metering Infrastructure</b> Addition of expenditures for the Automated Metering Infrastructure Project.	0.00	800,000	-

# Public Utilities

## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2012 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	1.49	733,662	-
<b>Moving Expenditures</b> Addition of expenditures for moving and the building of cubicles.	0.00	390,000	-
<b>Support for Strategic Planning</b> Adjustment reflects an increase in expenditures across the Sewer Funds and the Water Utility Operating Fund for the addition of 0.50 Accountant 3, 1.00 Organization Effectiveness Specialist 2, 0.98 Management Interns, and contracts needed to support the strategic planning and management academies.	1.17	85,418	-
<b>Addition of Lake Aide 1</b> Addition of 1.00 Lake Aide 1 to keep lakes properly staffed for public use and to maintain the operation of the recreation programs.	1.00	48,625	-
<b>Non-Standard Hour Personnel Funding</b> Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	(2.24)	(6,065)	-
<b>State Revolving Fund (SRF) Adjustment</b> Reduction of funding to contracts to reflect the finalized payment schedule.	0.00	(31,652)	-
<b>Copier Savings</b> Adjustment to reflect savings resulting from the new convenience copier contract.	0.00	(106,890)	-
<b>Reduction of CIP Contingency</b> Adjustment reflects a reduction of CIP contingency based on projected Fiscal Year 2013 operating reserve levels.	0.00	(430,114)	-
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(457,635)	-
<b>Customer Care Solution Project</b> Reduction of 10.00 FTE positions across the Sewer Funds and the Water Utility Operating Fund due to the completion of the Customer Care Solution Project.	(8.50)	(752,046)	-
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2012.	0.00	(1,204,463)	-
<b>Public Utilities Restructure</b> Reallocation among funds to more accurately reflect operational expenditures as well as an adjustment due to efficiencies realized.	(4.36)	(15,276,688)	-



# Public Utilities

## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Revised Revenue</b>	0.00	-	(41,898,000)
Adjustment to reflect Fiscal Year 2013 revenue projections.			
<b>Total</b>	<b>(11.44)</b>	<b>\$ (13,897,168)</b>	<b>\$ (41,898,000)</b>

## Expenditures by Category

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
<b>PERSONNEL</b>				
Salaries and Wages	\$ 46,398,462	\$ 40,051,215	\$ 39,239,978	\$ (811,237)
Fringe Benefits	26,198,057	24,756,059	25,522,801	766,742
<b>PERSONNEL SUBTOTAL</b>	<b>\$ 72,596,519</b>	<b>\$ 64,807,274</b>	<b>\$ 64,762,779</b>	<b>\$ (44,495)</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 149,377,244	\$ 196,817,725	\$ 199,270,728	\$ 2,453,003
Contracts	57,295,439	91,310,083	76,504,276	(14,805,807)
Information Technology	6,067,864	6,529,619	7,763,572	1,233,953
Energy and Utilities	8,220,836	12,785,734	10,902,614	(1,883,120)
Other	2,765,317	2,874,187	3,456,109	581,922
CIP Contingency	-	5,188,369	4,758,255	(430,114)
Appropriated Reserve	-	3,500,000	3,500,000	-
Transfers Out	62,267,324	65,016,561	64,940,916	(75,645)
Capital Expenditures	991,964	2,772,172	1,845,307	(926,865)
Debt	2,476,929	40,673	40,673	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$ 289,462,917</b>	<b>\$ 386,835,123</b>	<b>\$ 372,982,450</b>	<b>\$ (13,852,673)</b>
<b>Total</b>	<b>\$ 362,059,435</b>	<b>\$ 451,642,397</b>	<b>\$ 437,745,229</b>	<b>\$ (13,897,168)</b>

## Revenues by Category

	FY2011 Actual	FY2012 Budget	FY2013 Proposed	FY2012-2013 Change
Charges for Services	\$ 370,763,886	\$ 407,554,000	\$ 420,560,000	\$ 13,006,000
Fines Forfeitures and Penalties	96,000	-	-	-
Other Revenue	28,935,751	65,230,000	38,730,000	(26,500,000)
Property Tax Revenue	36,987	-	-	-
Rev from Federal Agencies	1,797,554	25,750,000	850,000	(24,900,000)
Rev from Money and Prop	7,784,043	8,950,000	6,500,000	(2,450,000)
Rev from Other Agencies	2,350,669	1,421,000	367,000	(1,054,000)
Transfers In	12,142,081	-	-	-
<b>Total</b>	<b>\$ 423,906,972</b>	<b>\$ 508,905,000</b>	<b>\$ 467,007,000</b>	<b>\$ (41,898,000)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
<b>Salaries and Wages</b>						
20000011	Account Clerk	4.89	4.09	4.89	\$31,491 - \$37,918	\$ 179,451
20000007	Accountant 3	0.40	1.40	1.60	59,363 - 71,760	40,577
20000102	Accountant 4	0.00	0.40	0.40	66,768 - 88,982	35,593
20000012	Administrative Aide 1	0.40	0.40	0.40	36,962 - 44,533	17,366
20000024	Administrative Aide 2	9.49	13.38	9.65	42,578 - 51,334	434,035
20000057	Assistant Chemist	12.00	12.00	12.00	53,789 - 65,333	701,962
20001140	Assistant Department Director	1.49	1.49	1.49	31,741 - 173,971	202,344



# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20001202	Assistant Deputy Director	1.00	0.00	<b>0.00</b>	23,005 - 137,904	-
20000070	Assistant Engineer-Civil	24.91	29.32	<b>31.07</b>	57,866 - 69,722	1,942,557
20000072	Assistant Engineer-Civil	0.00	1.00	<b>1.00</b>	57,866 - 69,722	67,979
20000087	Assistant Engineer-Mechanical	0.00	0.00	<b>0.49</b>	57,866 - 69,722	32,281
20000088	Assistant Engineer-Mechanical	0.10	0.00	<b>0.00</b>	57,866 - 69,722	-
20000041	Assistant Management Analyst	0.00	0.00	<b>0.49</b>	44,470 - 54,059	26,484
20001228	Assistant Metropolitan Wastewater Director	0.00	0.49	<b>0.49</b>	31,741 - 173,971	68,602
90001228	Assistant Metropolitan Wastewater Director - Hourly	0.00	0.17	<b>0.00</b>	31,741 - 173,971	-
20000109	Assistant Reservoir Keeper	8.00	8.00	<b>8.00</b>	34,944 - 41,662	282,444
20000315	Assistant Water Distribution Operator	0.00	1.00	<b>0.00</b>	41,454 - 49,504	-
20000115	Assistant Water Plant Operator	0.00	3.00	<b>0.00</b>	45,240 - 53,830	-
20000140	Associate Chemist	4.00	4.00	<b>4.00</b>	62,005 - 75,067	292,760
20000311	Associate Department Human Resources Analyst	1.96	2.45	<b>2.45</b>	54,059 - 65,333	153,342
20000145	Associate Engineer-Civil	1.09	1.29	<b>1.29</b>	66,622 - 80,454	100,943
20000143	Associate Engineer-Civil	17.79	21.12	<b>19.53</b>	66,622 - 80,454	1,535,753
90000143	Associate Engineer-Civil - Hourly	0.00	0.00	<b>0.17</b>	66,622 - 80,454	11,326
20000350	Associate Engineer-Corrosion	2.00	2.00	<b>2.00</b>	66,622 - 80,454	156,886
20000150	Associate Engineer-Electrical	0.00	0.49	<b>0.49</b>	66,622 - 80,454	38,436
20000154	Associate Engineer-Mechanical	0.79	1.30	<b>0.30</b>	66,622 - 80,454	23,543
20000119	Associate Management Analyst	18.98	18.20	<b>18.53</b>	54,059 - 65,333	1,137,096
20000137	Associate Management Analyst	2.45	3.94	<b>3.44</b>	54,059 - 65,333	209,174
20000134	Associate Management Analyst	0.40	0.40	<b>0.40</b>	54,059 - 65,333	26,138
90000119	Associate Management Analyst - Hourly	0.00	0.72	<b>0.00</b>	54,059 - 65,333	-
20000162	Associate Planner	0.98	0.89	<b>1.68</b>	56,722 - 68,536	112,263
20000655	Biologist 2	8.00	8.00	<b>8.00</b>	53,726 - 65,333	511,233
20000648	Biologist 3	2.00	2.00	<b>2.00</b>	62,005 - 75,067	-
20000649	Biologist 3	0.49	0.00	<b>0.00</b>	62,005 - 75,067	-
20000205	Building Service Supervisor	1.00	1.00	<b>0.00</b>	45,718 - 55,286	-
20000234	Carpenter	2.00	2.00	<b>2.00</b>	43,451 - 52,000	52,000
20000266	Cashier	2.50	2.50	<b>2.50</b>	31,491 - 37,918	89,846
20000236	Cement Finisher	1.00	1.00	<b>1.00</b>	43,451 - 52,083	52,083
90000836	Claims and Insurance Manager - Hourly	0.00	0.18	<b>0.00</b>	73,445 - 88,837	-
20000539	Clerical Assistant 2	10.19	10.00	<b>8.20</b>	29,931 - 36,067	287,181
20000306	Code Compliance Officer	3.00	1.50	<b>1.50</b>	37,232 - 44,803	66,645
20000307	Code Compliance Supervisor	0.50	0.50	<b>0.50</b>	42,890 - 51,334	25,667
20000829	Compliance and Metering Manager	0.50	1.50	<b>0.00</b>	73,445 - 88,837	5
20000801	Customer Information and Billing Manager	0.50	0.50	<b>0.50</b>	73,445 - 88,837	43,092

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
90000801	Customer Information and Billing Manager - Hourly	0.00	0.00	<b>0.17</b>	73,445 - 88,837	12,486
20000369	Customer Services Representative	18.17	17.00	<b>17.50</b>	32,968 - 39,811	643,833
90000369	Customer Services Representative - Hourly	1.12	0.00	<b>4.00</b>	32,968 - 39,811	131,872
20000366	Customer Services Supervisor	2.50	3.00	<b>2.00</b>	57,782 - 69,784	136,961
20001168	Deputy Director	4.46	4.87	<b>4.82</b>	46,966 - 172,744	557,984
90001168	Deputy Director - Hourly	0.00	0.18	<b>0.34</b>	46,966 - 172,744	37,350
20000399	Drafting Aide	0.00	0.49	<b>0.00</b>	38,688 - 46,571	-
20000408	Electrician	0.00	1.00	<b>0.00</b>	47,091 - 56,534	-
20000434	Electronics Technician	1.00	1.00	<b>0.00</b>	47,091 - 56,534	-
20000420	Equipment Mechanic	1.00	0.00	<b>0.00</b>	44,366 - 53,206	-
20000430	Equipment Operator 2	13.00	11.00	<b>11.00</b>	41,350 - 49,462	544,082
20000418	Equipment Technician 1	0.00	25.00	<b>22.00</b>	36,005 - 43,139	949,058
20000423	Equipment Technician 2	0.00	3.00	<b>3.00</b>	39,499 - 47,091	141,273
20000924	Executive Secretary	0.49	0.49	<b>0.49</b>	43,555 - 52,666	25,811
20000461	Field Representative	20.82	16.39	<b>17.02</b>	32,323 - 38,917	625,061
90000461	Field Representative - Hourly	4.40	0.00	<b>3.25</b>	32,323 - 38,917	105,050
20000822	Golf Course Manager	2.00	2.00	<b>2.00</b>	59,488 - 71,760	134,495
90000819	Golf Course Manager - Hourly	0.00	0.00	<b>0.29</b>	59,488 - 71,760	17,252
20000501	Heavy Truck Driver 2	2.00	2.00	<b>2.00</b>	37,565 - 45,302	45,302
20000513	Hydrography Aide	1.00	1.00	<b>1.00</b>	42,536 - 51,251	49,970
20000178	Information Systems Administrator	0.47	0.47	<b>0.47</b>	73,466 - 88,982	40,570
20000290	Information Systems Analyst 2	5.67	4.73	<b>5.20</b>	54,059 - 65,333	325,162
20000293	Information Systems Analyst 3	2.82	3.29	<b>3.29</b>	59,363 - 71,760	230,363
20000998	Information Systems Analyst 4	2.82	2.35	<b>2.35</b>	66,768 - 80,891	186,657
20000514	Instrumentation and Control Supervisor	0.00	0.00	<b>1.00</b>	56,410 - 68,224	-
20000515	Instrumentation and Control Technician	7.00	7.00	<b>8.00</b>	51,896 - 62,296	498,368
20000497	Irrigation Specialist	0.00	2.67	<b>2.52</b>	37,814 - 45,261	114,058
20000551	Junior Engineer-Civil	0.00	2.52	<b>0.00</b>	50,003 - 60,549	-
20000566	Junior Engineer-Mechanical	0.00	0.49	<b>0.00</b>	50,003 - 60,549	-
20000590	Laboratory Technician	9.00	9.00	<b>9.00</b>	40,622 - 49,067	431,787
20000589	Laborer	0.00	19.00	<b>0.00</b>	29,182 - 34,757	-
90000589	Laborer - Hourly	6.86	6.00	<b>2.94</b>	29,182 - 34,757	85,797
20000579	Lake Aide 1	0.00	0.00	<b>1.00</b>	23,483 - 27,768	23,483
90000579	Lake Aide 1 - Hourly	10.98	16.00	<b>7.84</b>	23,483 - 27,768	184,109
20000564	Lake Aide 2	14.00	13.00	<b>13.00</b>	27,602 - 32,677	408,950
20000616	Lakes Program Manager	1.00	1.00	<b>1.00</b>	73,466 - 88,941	86,718
90001073	Management Intern - Hourly	2.09	2.65	<b>5.44</b>	24,274 - 29,203	132,047
20000028	Management Trainee	0.49	0.00	<b>0.00</b>	38,750 - 46,738	-

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20000622	Marine Mechanic	0.00	1.00	<b>1.00</b>	44,366 - 53,206	53,206
20000165	Multimedia Production Specialist	0.18	0.89	<b>0.84</b>	43,264 - 51,979	42,571
20000634	Organization Effectiveness Specialist 2	0.98	0.49	<b>1.38</b>	54,059 - 65,333	83,780
20000627	Organization Effectiveness Specialist 3	0.00	0.49	<b>0.49</b>	59,363 - 71,760	29,088
20000639	Organization Effectiveness Supervisor	0.49	0.49	<b>0.49</b>	66,768 - 80,891	37,257
20000680	Payroll Specialist 2	5.39	4.90	<b>4.90</b>	34,611 - 41,787	199,802
20000173	Payroll Supervisor	0.98	0.98	<b>0.98</b>	39,686 - 48,069	46,519
20000701	Plant Process Control Electrician	5.00	4.00	<b>4.84</b>	51,896 - 62,296	292,747
20000705	Plant Process Control Supervisor	0.00	0.98	<b>0.98</b>	56,410 - 68,224	55,283
20000703	Plant Process Control Supervisor	1.00	1.00	<b>1.00</b>	56,410 - 68,224	66,518
90000733	Power Plant Supervisor - Hourly	0.00	0.00	<b>0.17</b>	55,141 - 66,581	9,374
20000740	Principal Drafting Aide	1.96	1.96	<b>1.96</b>	50,003 - 60,549	112,031
21000100	Principal Engineering Aide	0.00	0.00	<b>0.84</b>	50,003 - 60,549	47,017
20000746	Principal Engineering Aide	1.00	1.00	<b>1.00</b>	50,003 - 60,549	59,035
20000743	Principal Engineering Aide	7.95	7.43	<b>6.33</b>	50,003 - 60,549	372,185
20001222	Program Manager	2.59	4.00	<b>4.45</b>	46,966 - 172,744	463,355
20000760	Project Assistant	0.50	0.00	<b>0.00</b>	57,866 - 69,722	-
20000761	Project Officer 1	0.98	0.00	<b>0.00</b>	66,622 - 80,454	-
90000761	Project Officer 1 - Hourly	0.19	0.31	<b>0.29</b>	66,622 - 80,454	19,320
20000766	Project Officer 2	0.89	1.78	<b>1.68</b>	76,794 - 92,851	150,777
20000763	Project Officer 2	0.49	0.00	<b>0.49</b>	76,794 - 92,851	44,363
20000783	Public Information Clerk	2.60	2.20	<b>2.20</b>	31,491 - 37,918	81,703
20000784	Public Information Officer	0.49	0.89	<b>0.00</b>	43,514 - 52,707	-
20001150	Public Utilities Director	0.25	0.49	<b>0.49</b>	59,155 - 224,099	83,290
20000373	Ranger/Diver 1	3.00	3.00	<b>3.00</b>	42,494 - 51,272	49,990
90000373	Ranger/Diver 1 - Hourly	1.00	0.00	<b>0.35</b>	42,494 - 51,272	14,873
20000375	Ranger/Diver 2	2.00	2.00	<b>2.00</b>	46,634 - 56,347	109,835
20000376	Ranger/Diver Supervisor	0.00	1.00	<b>1.00</b>	53,726 - 64,958	61,815
20000560	Recycling Program Manager	0.00	0.49	<b>0.49</b>	76,731 - 92,893	44,152
20000557	Recycling Program Manager	0.49	0.00	<b>0.00</b>	76,731 - 92,893	-
20000559	Recycling Program Manager	0.49	0.49	<b>0.84</b>	76,731 - 92,893	78,031
20000840	Reservoir Keeper	8.00	8.00	<b>8.00</b>	40,019 - 47,819	286,914
20000850	Safety Officer	0.49	0.49	<b>0.00</b>	57,907 - 69,930	-
20000847	Safety Officer	0.98	0.98	<b>0.98</b>	57,907 - 69,930	66,802
20000852	Safety Representative 1	0.00	0.49	<b>0.00</b>	41,725 - 50,461	-
20000854	Safety Representative 2	4.41	3.92	<b>4.41</b>	50,461 - 61,027	257,138
90000854	Safety Representative 2 - Hourly	0.00	0.48	<b>0.00</b>	50,461 - 61,027	-
20001042	Safety and Training Manager	0.98	0.98	<b>1.47</b>	66,768 - 80,891	113,284
20000869	Senior Account Clerk	0.80	0.80	<b>0.80</b>	36,067 - 43,514	34,371
20000828	Senior Biologist	0.00	0.89	<b>0.84</b>	71,760 - 86,466	70,815
20000883	Senior Chemist	1.00	1.00	<b>1.00</b>	71,739 - 86,466	78,780

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20000885	Senior Civil Engineer	5.62	5.92	<b>6.46</b>	76,794 - 92,851	580,349
90000885	Senior Civil Engineer - Hourly	0.00	0.00	<b>0.29</b>	76,794 - 92,851	22,270
20000927	Senior Clerk/Typist	0.98	1.38	<b>0.49</b>	36,067 - 43,514	20,787
20000898	Senior Customer Services Representative	4.00	5.00	<b>3.00</b>	37,835 - 45,781	129,992
90000898	Senior Customer Services Representative - Hourly	0.00	0.00	<b>0.17</b>	37,835 - 45,781	6,432
20000312	Senior Department Human Resources Analyst	0.49	0.49	<b>0.49</b>	59,363 - 71,760	35,166
20000400	Senior Drafting Aide	3.43	2.94	<b>3.83</b>	44,429 - 53,706	195,393
20000906	Senior Electrical Engineer	0.00	0.00	<b>1.00</b>	76,794 - 92,851	90,530
20000902	Senior Engineering Aide	4.34	7.45	<b>7.20</b>	44,429 - 53,706	366,747
20000900	Senior Engineering Aide	2.96	1.49	<b>1.00</b>	44,429 - 53,706	45,012
20000015	Senior Management Analyst	8.22	9.35	<b>10.33</b>	59,363 - 71,760	639,690
90000015	Senior Management Analyst - Hourly	0.00	0.17	<b>0.17</b>	59,363 - 71,760	10,092
20000856	Senior Mechanical Engineer	0.50	0.49	<b>0.00</b>	76,794 - 92,851	-
20000920	Senior Planner	0.49	0.89	<b>2.52</b>	65,354 - 79,019	172,991
20000918	Senior Planner	0.74	0.89	<b>0.84</b>	65,354 - 79,019	64,717
20000708	Senior Plant Technician Supervisor	0.00	0.98	<b>0.98</b>	60,070 - 72,467	69,243
90000968	Senior Power Plant Supervisor - Hourly	0.00	0.17	<b>0.00</b>	63,357 - 76,440	-
20000916	Senior Public Information Officer	0.98	0.98	<b>1.82</b>	54,059 - 65,333	107,660
20001060	Senior Water Operations Supervisor	3.00	3.00	<b>3.00</b>	77,293 - 93,517	265,696
21000150	Senior Water Operations Supervisor	0.00	0.00	<b>1.00</b>	77,293 - 93,517	-
20000914	Senior Water Utility Supervisor	0.49	1.38	<b>0.00</b>	47,216 - 57,138	-
20000950	Stock Clerk	1.00	1.00	<b>0.00</b>	30,056 - 36,275	-
20000955	Storekeeper 1	1.00	1.00	<b>0.00</b>	34,611 - 41,517	-
90000964	Student Engineer - Hourly	1.05	1.24	<b>1.04</b>	26,707 - 32,011	27,776
90001146	Student Intern - Hourly	0.53	0.00	<b>0.49</b>	18,616 - 22,318	9,122
90000967	Student Worker - Hourly	0.00	1.07	<b>0.00</b>	20,925 - 24,918	-
20000313	Supervising Department Human Resources Analyst	0.98	0.49	<b>0.49</b>	66,768 - 80,891	39,636
20000995	Supervising Economist	0.36	0.36	<b>0.36</b>	66,768 - 80,891	24,036
20000990	Supervising Field Representative	1.99	2.00	<b>1.34</b>	35,651 - 42,890	55,587
20000985	Supervising Management Analyst	0.49	0.89	<b>0.84</b>	66,768 - 80,891	65,910
20000970	Supervising Management Analyst	4.99	4.90	<b>4.93</b>	66,768 - 80,891	388,971
20000997	Supervising Meter Reader	1.34	2.00	<b>2.00</b>	37,253 - 44,720	87,208
90000997	Supervising Meter Reader - Hourly	0.00	0.00	<b>0.17</b>	37,253 - 44,720	6,333
20001021	Supervising Public Information Officer	1.99	2.39	<b>2.34</b>	59,363 - 71,760	163,720
20001041	Training Supervisor	0.49	0.49	<b>0.49</b>	59,363 - 71,760	34,292

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
20001051	Utility Worker 1	0.00	12.00	0.00	30,534 - 36,296	-
20000317	Water Distribution Operations Supervisor	1.00	1.00	1.00	54,766 - 65,374	63,740
20000316	Water Distribution Operator	6.00	5.00	6.00	47,632 - 56,867	333,839
20001059	Water Operations Supervisor	3.00	3.00	3.00	68,037 - 81,307	237,491
20001061	Water Plant Operator	24.00	21.00	24.00	59,134 - 70,699	1,614,092
20000932	Water Production Superintendent	2.00	2.00	2.00	81,578 - 98,675	192,416
20000006	Water Systems District Manager	3.00	3.00	3.00	62,504 - 75,130	216,074
20000002	Water Systems Technician 2	0.00	12.00	0.00	37,773 - 45,240	-
20000003	Water Systems Technician 3	176.00	96.00	152.00	41,454 - 49,504	6,132,798
20000004	Water Systems Technician 4	60.00	54.00	54.00	47,632 - 56,867	2,818,748
20000005	Water Systems Technician Supervisor	21.50	17.00	17.00	54,766 - 65,374	1,082,023
20001065	Water Utility Worker	0.00	10.00	0.00	33,322 - 39,666	-
20001058	Welder	3.00	2.00	2.00	44,366 - 53,206	106,412
20000756	Word Processing Operator	14.82	17.56	16.00	31,491 - 37,918	510,600
	AWWA WDP Cert Pay					33,488
	Backflow Cert					8,320
	Bilingual - Regular					27,010
	Cross Connection Cert					8,320
	Emergency Medical Tech					19,323
	Exceptional Performance Pay-Classified					40,259
	Exceptional Performance Pay-Unclassified					1,832
	Geographic Info Cert Pay					5,678
	Night Shift Pay					35,063
	Overtime Budgeted					2,026,366
	Plant/Tank Vol Cert Pay					36,714
	Reg Pay For Engineers					344,848
	Split Shift Pay					94,920
	Termination Pay Annual Leave					45,229
<b>Salaries and Wages Subtotal</b>		<b>704.27</b>	<b>718.87</b>	<b>707.44</b>		<b>\$ 39,239,978</b>

## Fringe Benefits

Employee Offset Savings	\$ 313,103
Flexible Benefits	3,896,020
Long-Term Disability	244,738
Medicare	472,201
Other Post-Employment Benefits	4,101,407
Retiree Medical Trust	2,602
Retirement 401 Plan	10,445
Retirement ARC	12,318,617
Retirement DROP	93,576
Retirement Offset Contribution	85,763
Risk Management Administration	673,070

# Public Utilities

## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2011 Budget	FY2012 Budget	FY2013 Proposed	Salary Range	Total
	Supplemental Pension Savings Plan					1,979,039
	Unemployment Insurance					108,402
	Workers' Compensation					1,223,818
<b>Fringe Benefits Subtotal</b>						<b>\$ 25,522,801</b>
<b>Total Personnel Expenditures</b>						<b>\$ 64,762,779</b>

# Public Utilities

## Revenue and Expense Statement (Non-General Fund)

Sewer Funds	FY2011 <sup>#</sup> Actual	FY2012 <sup>*</sup> Budget	FY2013 Proposed
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 60,961,422	\$ 51,103,262	\$ 123,847,205
Continuing Appropriations - CIP	218,754,132	83,340,653	216,691,052
Dedicated Reserve (DRES)	36,272,893	36,272,893	36,272,593
Capital Reserve	5,000,000	5,000,000	5,000,000
Operating Reserve/Contingency	30,530,386	38,078,000	35,442,062
Rate Stabilization Reserve	21,300,000	20,300,000	21,300,000
Employee Efficiency Incentive Reserve	5,991,030	5,941,163	5,991,030
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 378,809,863</b>	<b>\$ 240,035,971</b>	<b>\$ 444,543,943</b>
<b>REVENUE</b>			
Bond Proceeds	\$ 53,526,316	\$ 63,831,000	\$ —
Capacity Charges	9,256,335	3,600,000	6,500,000
Electrical Cogeneration	1,637,062	1,250,000	1,250,000
Grant Receipts	734,961	—	80,000
Interest Earnings	4,924,401	6,500,000	4,900,000
Land & Building Rentals	205,262	150,000	150,000
Other Revenue	8,949	180,000	310,000
Services Rendered to Others	3,506,447	9,235,000	9,001,000
Sewage Treatment Plant Services	67,118,459	65,000,000	65,000,000
Sewer Service Charges	291,811,091	314,620,000	289,320,000
State Revolving Fund Proceeds	—	8,800,000	33,450,000
<b>TOTAL REVENUE</b>	<b>\$ 432,729,283</b>	<b>\$ 473,166,000</b>	<b>\$ 409,961,000</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 811,539,146</b>	<b>\$ 713,201,971</b>	<b>\$ 854,504,943</b>
<b>CAPITAL IMPROVEMENT PROGRAM (CIP) EXPENSE</b>			
CIP Expenditures	\$ 94,276,268	\$ 63,524,333	\$ 69,857,117
<b>TOTAL CIP EXPENSE</b>	<b>\$ 94,276,268</b>	<b>\$ 63,524,333</b>	<b>\$ 69,857,117</b>
<b>OPERATING EXPENSE</b>			
Debt Service	\$ 99,799,648	\$ 102,482,694	\$ 102,487,695
Department Expenditures & Encumbrances	192,324,603	219,820,703	230,651,786
State Revolving Fund Loan Expense	6,059,214	6,059,215	10,166,590
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 298,183,465</b>	<b>\$ 328,362,612</b>	<b>\$ 343,306,071</b>
<b>TOTAL EXPENSE</b>	<b>\$ 392,459,733</b>	<b>\$ 391,886,945</b>	<b>\$ 413,163,486</b>
<b>RESERVES</b>			
Continuing Appropriation	\$ 260,009,215	\$ 133,579,853	\$ 171,878,134
Dedicated Reserve (DRES)	36,272,893	36,272,893	36,272,593
Employee Efficiency Incentive Reserve	5,991,030	5,941,163	5,991,030
Capital Reserve (Emergency Reserve)	5,000,000	5,000,000	5,000,000

# Public Utilities

## Revenue and Expense Statement (Non-General Fund)

Sewer Funds	FY2011 <sup>#</sup> Actual	FY2012 <sup>*</sup> Budget	FY2013 Proposed
Operating Reserve/Contingency	33,925,808	35,442,062	43,457,012
Rate Stabilization Reserve	21,300,000	20,300,000	21,300,000
<b>TOTAL RESERVES</b>	<b>\$ 362,498,946</b>	<b>\$ 236,535,971</b>	<b>\$ 278,898,769</b>
<b>BALANCE</b>	<b>\$ 56,580,467</b>	<b>\$ 84,779,055</b>	<b>\$ 117,629,770</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 811,539,146</b>	<b>\$ 713,201,971</b>	<b>\$ 854,504,943</b>

<sup>\*</sup> At the time of publication, audited financial statements for Fiscal Year 2012 were not available. Therefore, the Fiscal Year 2012 column reflects final budget amounts from the Fiscal Year 2012 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.

<sup>#</sup>Source: Fiscal Year 2011 supplemental schedules prepared by the Office of the City Comptroller.



# Public Utilities

## Revenue and Expense Statement (Non-General Fund)

Water Utility Operating Fund	FY2011 <sup>#</sup> Actual	FY2012 <sup>*</sup> Budget	FY2013 Proposed
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ (89,528,618)	\$ 18,781,887	\$ 21,512,386
Continuing Appropriations - CIP <sup>1</sup>	219,915,794	121,063,679	111,521,554
DRES <sup>1</sup>	15,126,948	15,126,948	32,197,845
Emergency Bond Reserve	5,000,000	5,000,000	5,000,000
Operating Reserve/Contingency	25,711,151	19,936,102	30,369,246
Rate Stabilization Reserve	20,500,000	20,500,000	35,300,000
Secondary Purchase Reserve	9,067,491	7,513,111	12,503,886
State Revolving Fund Loan Reserve	—	1,375,922	—
Employee Efficiency Incentive Reserve <sup>2</sup>	1,820,045	1,683,298	7,995,544
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 207,612,811</b>	<b>\$ 210,980,947</b>	<b>\$ 256,400,461</b>
<b>REVENUE</b>			
Capacity Charges	\$ 7,516,512	\$ 3,750,000	\$ 5,650,000
Financing Proceeds	25,126,904	65,000,000	38,500,000
Grants Receipts	—	25,750,000	367,000
Interest Earnings	2,316,266	4,250,000	2,200,000
Land and Building Rentals	5,556,052	4,734,000	4,334,000
New Water Service	933,326	650,000	550,000
Other Revenue	18,118,726	2,021,000	1,390,000
Reclaimed Water	—	1,800,000	3,500,000
Sale of Water	358,324,730	396,300,000	404,680,000
Service Charges	1,136,843	1,160,000	1,161,000
Service Level Agreements	7,673,818	3,490,000	4,675,000
Contributions in Aid	4,054,045	—	—
<b>TOTAL REVENUE</b>	<b>\$ 430,757,222</b>	<b>\$ 508,905,000</b>	<b>\$ 467,007,000</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 638,370,033</b>	<b>\$ 719,885,947</b>	<b>\$ 723,407,461</b>
<b>CAPITAL IMPROVEMENT PROGRAM (CIP) EXPENSE</b>			
CIP Expenditures	\$ 77,534,492	\$ 81,871,530	\$ 81,868,770
<b>TOTAL CIP EXPENSE</b>	<b>\$ 77,534,492</b>	<b>\$ 81,871,530</b>	<b>\$ 81,868,770</b>
<b>OPERATING EXPENSE</b>			
Debt Service	\$ 60,889,055	\$ 64,020,925	\$ 64,002,731
Department Expenditures/Encumbrances	136,243,573	174,660,281	160,670,685
State Revolving Fund Loan Expense	1,375,922	4,563,083	4,531,431
Water Purchases (Commodity)	136,076,232	183,548,446	183,548,466
Water Purchases (Fixed Charges)	20,581,792	24,849,662	24,991,916
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 355,166,574</b>	<b>\$ 451,642,397</b>	<b>\$ 437,745,229</b>
<b>TOTAL EXPENSE</b>	<b>\$ 432,701,066</b>	<b>\$ 533,513,927</b>	<b>\$ 519,613,999</b>
<b>RESERVES</b>			
Continuing Appropriation <sup>1</sup>	\$ 243,962,524	\$ 97,803,210	\$ 91,676,937

# Public Utilities

## Revenue and Expense Statement (Non-General Fund)

Water Utility Operating Fund	FY2011 <sup>#</sup> Actual	FY2012 <sup>*</sup> Budget	FY2013 Proposed
Dedicated Reserve (DRES) <sup>1</sup>	13,972,678	15,126,948	32,197,845
Employee Efficiency Incentive Reserve <sup>2</sup>	1,820,045	1,683,298	7,995,544
Capital Reserve	5,000,000	5,000,000	5,000,000
Operating Reserve/Contingency	29,922,568	29,223,247	30,596,165
Rate Stabilization Reserve	20,500,000	20,500,000	23,500,000
Unallocated Reserve	—	4,531,431	—
State Revolving Fund Loan Reserve	11,262,502	12,503,886	12,826,971
<b>TOTAL RESERVES</b>	<b>\$ 326,440,317</b>	<b>\$ 186,372,020</b>	<b>\$ 203,793,462</b>
<b>BALANCE</b>	<b>\$ (120,771,350)</b>	<b>\$ —</b>	<b>\$ —</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 638,370,033</b>	<b>\$ 719,885,947</b>	<b>\$ 723,407,461</b>

\* At the time of publication, audited financial statements for Fiscal Year 2012 were not available. Therefore, the Fiscal Year 2012 column reflects final budget amounts from the Fiscal Year 2012 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.

<sup>#</sup>Source: Fiscal Year 2011 supplemental schedules prepared by the Office of the City Comptroller.

<sup>1</sup>Pending deappropriation and City Council approval in Fiscal Year 2013.

<sup>2</sup>Pending audit for the Fiscal Year 2010 and Fiscal Year 2011 programs.